



Mansfield
District Council

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COVID 19 Recovery Plan: Mansfield District Council

June 2020

COVID 19 RECOVERY PLAN

1. Introduction

- 1.1 The COVID 19 major incident has caused significant disruption to services, the organisation and the wider community. Resources have been allocated to the first stage of emergency planning, the response stage contributing fully to the Local Resilience Forum (LRF) command and control structures. It is important that we continue to work together with our partners in delivering the response to the emergency but also plan to help communities recover from this incident as quickly as possible.
- 1.2. 'Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency'. (Emergency Response and Recovery Guidance 2010). This process may take many months to complete as it seeks to address the enduring human, community, organisational and economic consequences
- 1.3. The Recovery process aims to reduce demand on services to the level that they were before the incident occurred, often described as 'return to normal'. However, it is likely that the recovery process will need to assess and respond to different levels of 'normality' as the government eases restrictions on behaviour and movement over a period of time. There is a high likelihood that following the COVID 19 Emergency there will be a 'new normality' which will not reflect the situation prior to the incident taking place.

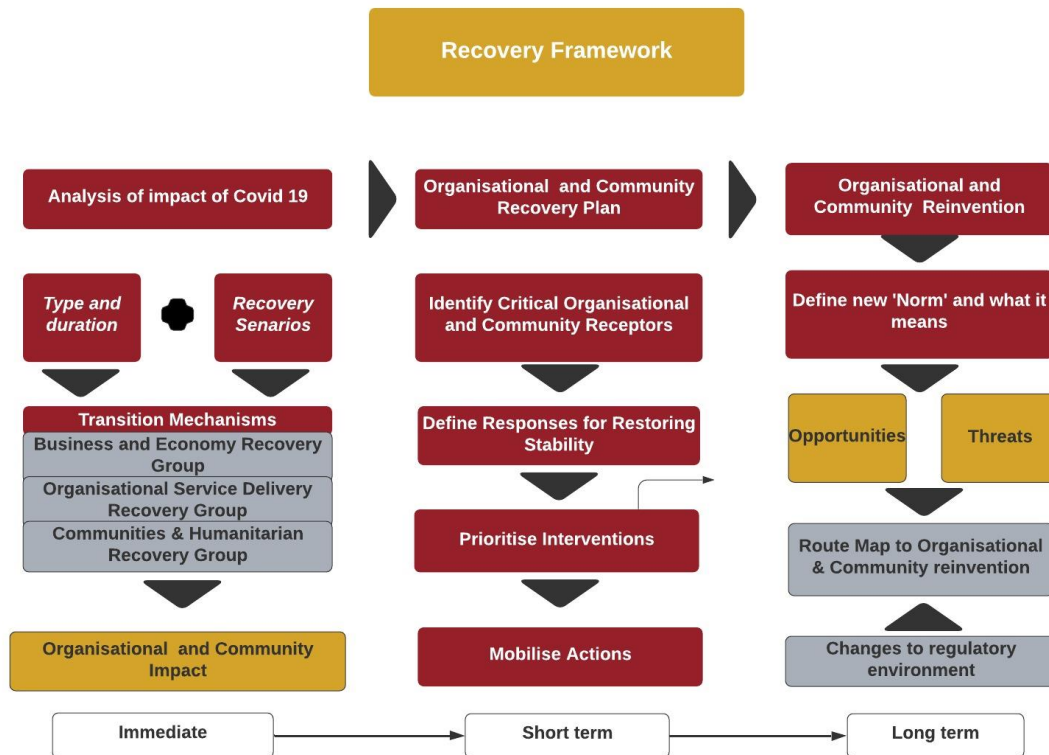
2. Aim, objective and scope

2.1. Aim

The aim of this Recovery Plan is to provide a strategic framework for the recovery from COVID 19 for Mansfield District Council and for the District in the immediate, short and longer term.

The framework will ensure data, intelligence and analysis is used to understand the response to recovery and that the actions and resources needed to support recovery are identified and actioned with planning for recovery aligned to the work being undertaken by our partners and will complement the proposed D2N2 approach to recovery planning and analysis following economic shock.

Strategic Recovery framework



NB: *Any reference to 'Community' includes both people and the businesses

2.2. Objectives

The objectives of the plan are to:

- Identify a core group internally to support the development and implementation of a Recovery Plan.
- Identify the roles and responsibilities of key stakeholders likely to be involved in the Recovery Plan
- Identify the priority areas of work for the recovery phase based on the Recovery Impact Assessment
- Provide guidance on organisational, economic, financial and humanitarian recovery
- Provide guidance on the support of affected people and communities

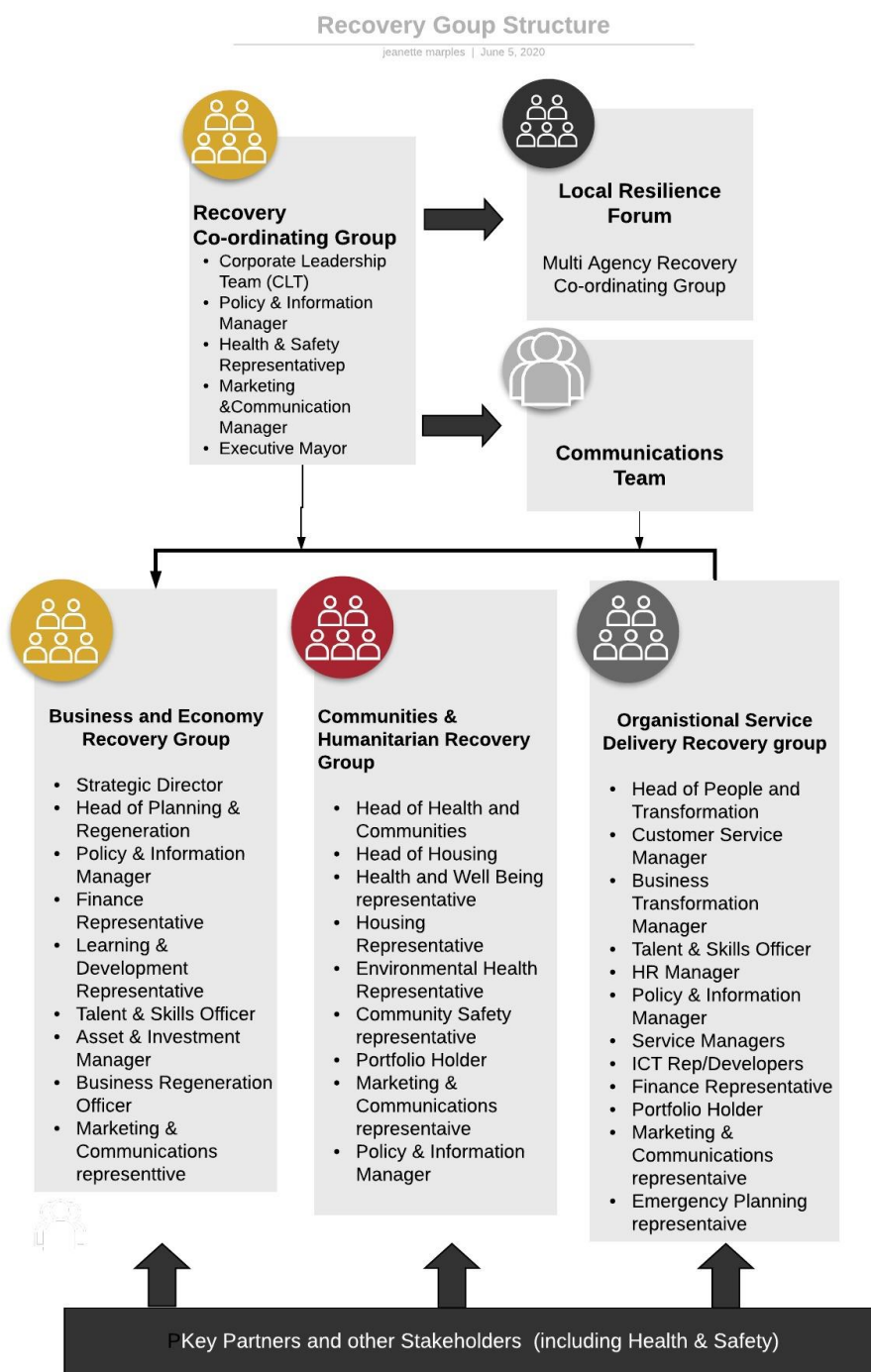
2.3. Scope

The plan will be applied to the recovery phase following the COVID 19 pandemic and the impact on the council, employees, businesses and communities. The plan will contribute to and complement the wider Local Resilience Forum Recovery Plan that is supported by the D2N2 Economic Recovery Plan.

3. Trigger and Activation

3.1. The plan will be activated by the Chief Executive Officer in order to ensure the organisational, financial, humanitarian and economic impact of the Covid19 pandemic is anticipated and acted upon. A Recovery Co-ordinating Group will be established which will link into the LRF structures and co-ordinate all activity.

4. Recovery Group Structure



- 4.1. It is important that the Recovery process is inclusive and that the community, key stakeholders, employees and elected members are engaged and in receipt of regular communication updates as well as the wider community.

5. The role of the Elected Member

- 5.1. The Elected Members of the community affected have an important role to play in assisting with the recovery process. They have a duty as the community representatives to gather and make known the concerns of their community and feed them into the recovery procedure. They also have a very important role in disseminating credible information and advice back to the community.
- 5.2. The role of Elected Members during the recovery phase is not dissimilar to that during the response phase. Their focus is on providing vital local leadership and supporting their communities, rather than becoming involved in the operational response led by officers.
- 5.3. As civic leaders, elected members are usually involved with many other aspects of community life through such things as school governing bodies, local charities and various community groups. They can be a valuable source of help and specialist advice to the Council and to residents.
- 5.4. The Local Government Association have produced Guidance to assist Councillors in responding to COVID 19. The guidance is available at https://www.local.gov.uk/sites/default/files/documents/50.1%20COVID19%20guidance%20for%20councillors_03_1.pdf and sets out that:

‘Ward councillors will be among the people who know their areas best, and have an important role to play by:

- acting as a bridge between councils and communities
- amplifying consistent messaging through disseminating council and government information
- identifying local vulnerabilities, particularly local residents, but also businesses, and feeding this intelligence back into councils
- working with local voluntary sector groups to provide support and advice for local communities
- providing reassurance and facilitating support for local residents.’

Engagement of Elected Members

- 5.5. The Executive Mayor will be a member of the Recovery Co-ordination Group and where appropriate Opposition Group Leaders and independent Members will also be briefed following meetings of this group.
- 5.6. Appropriate Portfolio Holder[s] will attend the Supporting Recovery Groups identified at paragraph 7.1 below.

- 5.7 Each of the Supporting Recovery Groups identified at paragraph 7.1 below will be aligned to one of the three Overview and Scrutiny Committees as detailed in section 7 below.
- 5.8 The role of Elected Members in attending these Groups / Committees can be summarised as follows:
- Cabinet Members will offer strategic direction to the recovery process through their participation in the Recovery Co-ordination Group and Supporting Recovery Groups;
 - Overview and Scrutiny Committee Members will scrutinise and contribute to the plans being proposed by the three Supporting Recovery Groups.
 - All Members of the Groups and Committees will give consideration to the outcomes achieved throughout the recovery process.
- 5.9 The Groups have no specific decision making powers and decisions will continue to be made by Elected Members and / or Officers as per the delegations set out within the Constitution.
- 5.10 All Members will continue to receive regular email briefings from Officers during the recovery phase so that they remain informed and fully able to support their communities.

6. Recovery Co-ordination Group Terms of Reference

- 6.1. The key functions of the Recovery Co-ordination Group are;
- Define and oversee the recovery plan
 - Review the Recovery Impact Assessments and action plans at regular intervals
 - Establish and oversee the activity of functional Recovery groups
 - Make available resources and funding to implement recovery measures
 - Contribute to the Local Resilience Forum Recovery Plan.
 - Identify areas where a consistent and co-ordinated approach across the wider LRF family is required and escalate as appropriate to the District Chief Executives group and LRF Recovery Group.
 - Ensure relevant stakeholders, especially the communities and businesses affected are involved in the development and implementation of the plan
 - Oversee the coordination and support of the voluntary sector and the community hub
 - Ensure the internal and external messages from the council are clear consistent and coordinated through the communication team
 - Monitoring and recording financial expenditure related to the incident and recovery to a new state of normal
 - Establish effective engagement with members, partners, parish councils, upper tier authorities and other key partners.

- Identify any opportunities for long term economic regeneration and development
- Co-ordinate activity to celebrate and commemorate those impacted by the incident.
- Hold regular debriefs to capture learning
- Ensure a post incident reporting framework is in place.

Membership

6.2. The Recovery Co-ordination group will be chaired by the Chief Executive and consist of relevant officers from the following services:

- Corporate leadership team (CLT)
- Executive Mayor
- Health and Safety Advisor
- Marketing and Communications Manager
- Policy and Information Manager

6.3. The following organisations and key partners will be engaged in and contribute to the work within the Recovery Plan:

- Mansfield CVS and wider voluntary sector organisations
- Nottinghamshire Police and PCC
- Health organisations (CCG, Sherwood Forest Hospitals Trust)
- Nottinghamshire County Council
- Trade Unions
- Elected members
- Business forums – chamber of commerce/ LEP/D2N2/ Mansfield BID/ Mansfield and Ashfield 2020 / Making Mansfield Place Board
- Education, local schools and academies. WNC, NTU

7. Supporting recovery groups

7.1. The operational delivery of the recovery strategy will be coordinated by three supporting groups:

- Organisational Service Delivery Recovery Group
- Business and Economy Recovery Group
- Community and Humanitarian Recovery Group

Organisational Service Delivery Recovery Group

7.2. This recovery group will, in the shorter term, focus on the ‘switching back on’ of all services in a controlled managed way taking full account of the current and changing government guidance and advice from Public Health England. The group will ensure that service remobilisation is managed and communicated to employees, members and the public.

- 7.3. This group will also coordinate the longer term physical accommodation work stream and the development of HR policies, using learning from Covid19 to create the new working 'norm'

Membership

- Head of People and Transformation
- Policy and Information Manager
- Business transformation Manager
- Representative from Customer Services
- Representative from ICT
- HR Manager
- Representative from Talent and Skills
- Finance Representative
- Service Managers
- Portfolio Holder
- Marketing and Communications representative
- Emergency Planning representative

Responsibilities:

- 7.4. The key aspects of the group include;

- Develop, co-ordinate and execute service restoration plans
- Agree a prioritisation for remobilisation of services
- Identify interdependencies on service remobilisation
- Ensure linkages with the work of the Business and Economy Recovery Group to prioritise services where there is a significant financial impact on the council and or suppliers.
- Support the financial recovery for the Council, ensuring the remobilisation of the journey to self-sufficiency and financial sustainability, identified, in part, in the Transformation Strategy
- Manage impact on key services such as customer services, HR and IT.
- Communicate changes to services effectively to employees, members and public
- To identify and implement support to employees impacted by the isolation measures during the incident to return to work
- Deliver alternative methods of service delivery maximising the investment in digital transformation, technology and agile working during the incident.
- Consider the impact and requirements of office accommodation and agile working.

Business and Economy Recovery Group

- 7.5. The work of this group will be to co-ordinate a District wide approach to recovery from the economic impact of Covid19 including:

- Supporting the wider economic recovery through business support, administration of grants, reskilling and training through college partners, including supporting those in most need through debt support.
- Supporting the work of the LEP's and D2N2 Covid19 Recovery Co-ordinating Group / Analytical Group
- Remobilise the Local Industrial Strategy.

Membership

- Strategic Director
- Head of Planning and Regeneration
- Policy and Information Manager
- Business Regeneration Officer
- Asset and Investment Manager
- Finance Representative
- Talent and Skills Officer
- Portfolio Holder
- Marketing & Communications representative

Responsibilities:

7.7. The work of this group will include:

- To identify the council activities and policies that can support individuals during time of economic hardship and recommend changes to policies to aid recovery
- Administration of government grants to business and individuals in effective and timely manner
- To assist and co-ordinate the business community in restoring the trading environment.
- To assess strategic opportunities for economic regeneration
- To work with education providers to identify opportunities for reskilling and training of individuals who have lost employment during the incident
- To provide a link between representatives of local businesses and agencies that support economic development
- To work alongside the LEP in supporting business community
- To work with D2N2 to support the data / data analysis on recovery planning

Communities and Humanitarian Recovery Group

7.8. This group will take responsibility for developing and implementing strategies to support the welfare of people and communities affected by COVID 19.

The Group will also be a natural focus for establishing memorial or other remembrance services in addition to supporting bereaved families and the wider health and well-being of our communities.

Membership

- Head of Health and Communities
- Head of Housing
- Health and Wellbeing Representative
- Housing Representative
- Environmental Health Representative
- Community Safety Representative
- Crematorium Representative
- Portfolio Holder
- Marketing & Communications representative

Responsibilities

- To consider the impacts on protected characteristic groups and how they can be supported.
- To consider the impacts on shielded need groups and how they can be supported
- To support those bereaved during the COVID 19 incident where families have been unable to conduct funeral services
- To identify and support those impacted through homelessness, emotional trauma or community cohesion issues
- To support those impacted through domestic violence
- To support children, young people and families impacted during COVID19
- To support communities in building resilience to 'build back better'.
- to facilitate support for the third sector and community based support networks'

8. Stakeholders

- 8.1. In addition to the key partners identified the Recovery group leads will also identify any appropriate internal and external stakeholders required to support the work of the group and the delivery of any action plans developed where appropriate

9. Communication

- 9.1. The Communication team will ensure the provision of timely and consistent information to employees, public and Elected members on all aspects of the recovery stage

10. Recovery Impact Assessment

- 10.1. A Recovery Impact assessment involves the systematic and co-ordinated collection and sharing of information about the overall size and scale of the impacts of Covid19.

- 10.2. The assessment will enable the Recovery Co-ordinating Group (RCG) to prioritise and resolve conflicting issues on what needs to be done within the resources available at the time. As part of the assessment process, the businesses that can best help the organisation and the community to recover should be prioritised and addressed first.
- 10.3. All leads for the Recovery groups will be responsible for undertaking a Recovery Impact Assessment which should be informed by robust evidence including any lessons learnt from the Response stage and feedback from employees, businesses and communities wherever appropriate and possible.
- 10.4. The RCG should decide what action is needed to improve the situation and monitor the progress on that action. It is envisaged however that the Impact Assessments will be ever evolving as new evidence/ information emerges through the recovery stage and as such they will need to be reviewed and amended on a regular basis

11. Action Plan

- 11.1. Once the Recovery Impact Assessments have been completed, Recovery group leads will develop an action plan to identify and prioritise key interventions to address the impacts in the short term.
- 11.2. The action plans will also identify longer term actions that will contribute to the new 'norm' (– with actions rated as Essential / Important / desirable in line with the LRF approach)

12. Equality Impact Assessment

- 12.1. All action plans developed by the recovery groups will be subject to an Equality Impact Assessment.

13. Stand Down

- 13.1. The decision to stand down the Recovery Co-ordinating group will be the responsibility for the Chief Executive taking into account the achievement of the objectives.

Implementation date: 17 June 2020
Review date: As required and no later than 16 June 2021
Originator: Jeanette Marples, Policy and Information Officer
Last amended: June 2020

