Covid 19 RECOVERY STRATEGY
Restart Recover Renew

DOCUMENT PURPOSE

To set out an overarching framework to guide the recovery approach across Oxfordshire and Cherwell.

The paper sets out regional and local recovery objectives and priorities and the organisational form by which recovery will be managed. Its view is long, recovery includes renewal and adaptation to a post Covid society where long-term challenges will need to be addressed in ways that are financially, environmentally and socially sustainable.

Table of Contents:

Appendices:

Document Control

Date	10/06/2020
Author	Corporate Director Customers and Organisational Development
Version	1.4
Status	For publication
Circulation	CEDR

1. The Regional Context - Strategic Priorities for Recovery

The Thames Valley Local Resilience Forum (TVLRF) have identified four strategic priorities for recovery. These are set out below with a detailed overview (attached at appendix 1).

1. Health and Wellbeing
2. Hardship
3. Economic
4. Resilience and Transformation

The TVLRF has established local coordination groups:
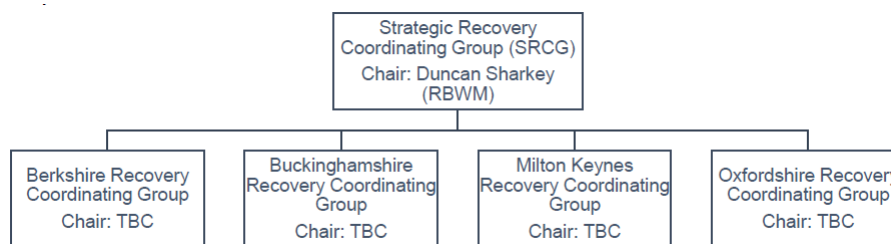
2. Restart, recovery and renewal in Oxfordshire and Cherwell

In Oxfordshire and Cherwell our approach to recovery reflects the TVLFR regional priorities with a focus on our local context and requirements. Our plan *Restart, Recover, Renew* recognises the importance of restarting service delivery and moving towards normal operations; of recovery, in terms of the local economy and the very real impact of Covid on health and wellbeing felt by the residents of Oxfordshire and Cherwell.

Importantly, our plan also focuses on renewal, our desire to transform our service delivery to support the long-term future of the county and its people, to take the lessons from the Covid pandemic to ensure our ongoing readiness and enhance our economic and community resilience. As such our plan will necessarily identify what transformational and organisational change is required to deliver a compelling long-term vison for Oxfordshire and Cherwell post Covid.

We recognise the importance of economic factors in driving our recovery. A thriving local economy will underpin renewal, provide opportunities for local people and ensure Oxfordshire retains and enhances its status as a world class economic force.

The long-term impacts of Covid are not yet known. But the potential health, social and material impacts on a generation of children, young people, their families, those who are vulnerable or clinically at risk, are significant. Of particular focus will be those communities, families and individuals who are disadvantaged or vulnerable. Our plans will consider the potential consequences of Covid, collect and utilise relevant data to ensure our services, both delivered and commissioned, are closely aligned with addressing local need.

The county council last reviewed its corporate plan, vision and outcomes framework in 2016, and Cherwell district council undertook a light touch review of its priorities in 2019. Given the combination of social and economic impact, coupled with the existing strategic challenges of climate change and the delivery of sustainable growth, our approach to recovery and renewal will necessary feed into new corporate plans for the councils. The plans will be underpinned by organisational change and development programmes.

Reports to the OCC Cabinet and CDC Executive set out the current estimated financial impact of Covid upon the two councils. Whilst this is likely to change over the coming weeks and months it is clear that the long term financial and funding picture for local government will remain challenging. Taken within a national context of economic downturn and unprecedented levels of government borrowing the funding and financial landscape will require us to design our future services in such a way that drives out costs and invests in long term preventative services. The case for transformation and the savings and benefits associated with it remains.

3. Three phases of recovery

1. The immediate horizon

   We need to plan for the first few weeks of post-lockdown reflecting the context, lessons learnt and ensuring safeguarding arrangements continue to be secure. During this time we expect to see a surge in demand across all services and that those who are most vulnerable will require on-going support.

2. The Transitional horizon

   Our work on business continuity planning, risk management and mitigation must continue and support our preparations for the possibility of a second peak. This means that organisational preparedness remains a key priority within our recovery and for the future. There will need to be a prioritisation in terms of how new services (or new delivery arrangements) that have been developed to support residents during Covid are continued to reflect differing demands.

3. The post-Covid horizon

   We must plan for the long-term future, a post Covid society and economy. This is our strategic challenge. We will need to identify the medium and longer-term impacts of Covid on our local economy and community as well as understanding how Covid has impacted on our pre-existing objectives and priorities.

   Planning for the longer term will require engagement with partners and community stakeholders as well as local business and residents. We will need to take account of national priorities and policies and develop a new (and/or refreshed) set of local priorities. These will drive our collective vision and strategy for the people and businesses of

Oxfordshire and Cherwell. We will set out an outcomes framework and plan for organisational development to ensure we can deliver against our long term plans.

All three planning horizons will be informed by a policy and evidence led response.

4. Covid as a driver of societal change?

A YouGov poll conducted for the Royal Society of Arts (published 17/04/20) found that only 9% of Britons want life to return to "normal" after the coronavirus outbreak is over.

Click here to see the data https://flo.uri.sh/story/262445/embed#slide-0

More than half hope that they will make some changes to their own lives and for the country as a whole to learn from the crisis. 2/5th of respondents said that there is a strong sense of community, 51% noticed cleaner air outdoors and 27% more wildlife. The impact of the economy however from these changes is reflected in 61% of respondents stating they are spending less money although in terms of potential positives for local producers, 42% of respondents said they value food more with 38% stating they are cooking more meals from scratch.

Does this point to a wider societal appetite for change? The pandemic provides an opportunity to consider the type of society, place and community we wish to be in the future. We need to make it easy for our residents and businesses to make the changes that they would like in their lives as many of these changes are likely to align closely with our prevention, early intervention, climate and public health objectives.

Source: https://www.thersa.org/about-us/media/2019/brits-see-cleaner-air-stronger-social-bonds-and-changing-food-habits-amid-lockdown

To achieve this the way in which we deliver services may need to change, whether this be using digital technology more effectively, designing services that can be accessed remotely or taking account of social distancing by reducing activities such as cash handling.

Finally, the wider impact on the design of our places and communities will also need to be considered, whether this be the creation of safe green spaces, an urban public realm that can accommodate social distancing or taking into account the impact on travel and transport.

5. How will we plan, coordinate and deliver recovery?

Our approach to restart, recovery and renewal aims to look at the 'whole system' considering the interdependencies between socio-economic factors, health outcomes, the economy, environmental matters and communities. Solutions to our challenges will not come from one organisation acting alone, nor will they come from doing 'more of the same'.

Collaboration, innovation, pace, a clear focus on residents and leadership across organisational boundaries will be required and these characteristics must become part of the DNA of our councils. As such organisational development and support to our workforces will be an integral part of our approach.

We have established a thematic structure to ensure there is clear leadership and coordination of our recovery work. Each theme is sponsored by a member of the senior leadership team (CEDR) and brought together in the weekly Gold RRR meeting.

Section 6 of this document sets out the broad scope, objectives and priorities of these themes and each thematic cell is supported by the silver support cells providing specialist advice. There are also number of cross cutting issues that each recovery theme will pick up, including (but not limited to) issues such as safeguarding, climate change and health and safety.

The thematic groups will each cover the three phases or horizons or recovery and it is expected that lessons, activities and new policy initiatives will be identified and built into future corporate strategies and plans for both councils.

As plans develop the emergency response structures (set out at appendix 3) will be developed and realigned to support recovery planning.


Democratic Oversight and Partnership Working

Whilst emergency response requires an immediate command and control structure, the restart, recover and renew programme may result in service changes, new projects and priorities and new ways of delivering service. As such it requires democratic oversight to ensure the programme meets the interests and needs of local residents, businesses as represented through elected members. Our usual democratic arrangements will therefore be required including scrutiny, engagement with the OCC and CDC partnership working group and the Transformation Cabinet Advisory Group (CAG) at OCC. Portfolio holders and lead members at both councils will need to be engaged with the work undertaken in each thematic area that reflects their portfolios.

Partnership working will be key to the long-term recovery of Oxfordshire and Cherwell. As such the joint working partnership will continue to play a key role in organisational change and development. But across all themes we will be working closely with partners to develop system wide solutions and where appropriate will establish and participate in partnership recovery activities, for example the LEP will have a key role in driving economic recovery.

Health partners and other local authorities within Oxfordshire have similar approaches to recovery and where possible are aligning work and themes.

DELIVERY STRUCTURE – OCC and CDC
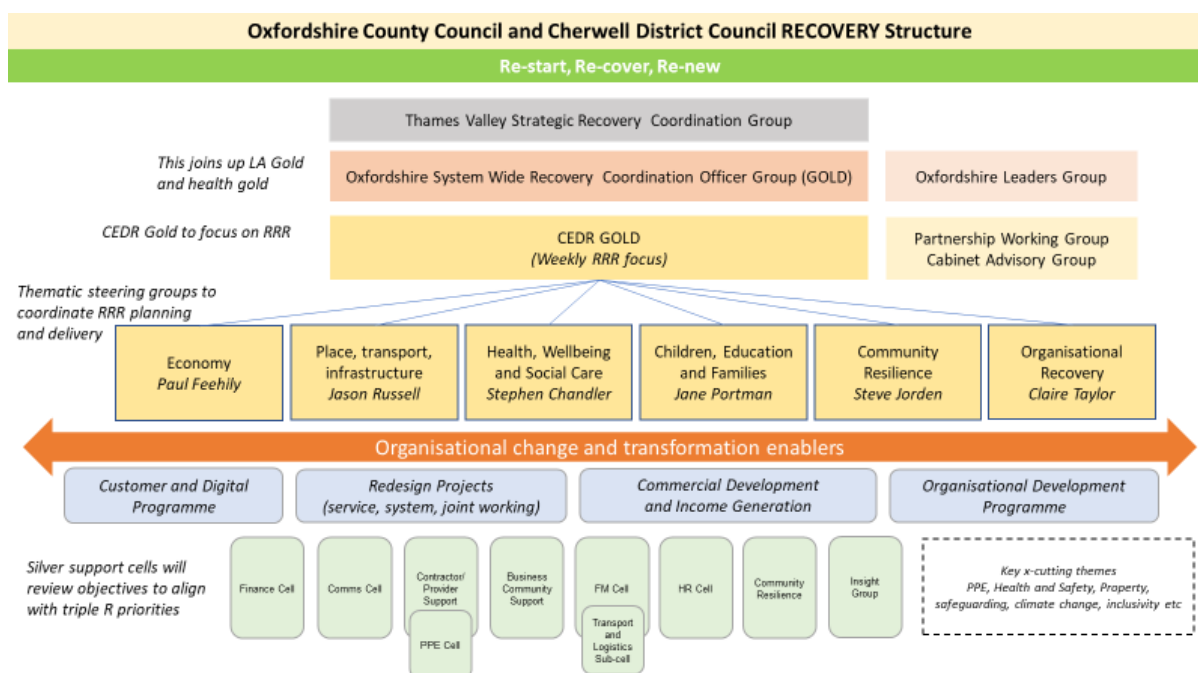
6. Themes for recovery in Oxfordshire and Cherwell

This section sets out the objectives and priorities for restart, recovery and renewal under the following six themes.

1. Economy
2. Place, Transport, Infrastructure
3. Health, Wellbeing and Social Care
4. Children, Education and Families
5. Community Resilience
6. Organisational Recovery

6.1 Economy

SCOPE AND KEY THEMES

The scope of this theme will include all elements of economic development jobs and business support. It will focus on the local economy and how it relates to national economic growth priorities. A thriving and sustainable economy will underpin other recovery themes and as such our economic partnerships will be essential to the development of our plans.

There will be a role for Local Authorities to play in helping to manage the large stimulus packages that the Government will have to invest in to restart the economy.

RECOVERY OBJECTIVES

To support the County Council's and Cherwell District Council's strategic economic objectives by engaging with partners and sector representatives to secure as close to a 'V' shaped bounce as possible to the current economic Covid induced recession in Oxfordshire generally and Cherwell specifically while ensuring the Councils' climate action commitments and zero emissions targets underpin a drive to achieve a greener, more sustainable economic growth in the long term

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- understand factual basis of current economic situation;
- identify those parts of the economy most susceptible to business closure and/or unemployment;
- identify range of appropriate interventions and partners to assist sectors at greatest immediate risk of business closure and a rise in unemployment;
- set up delivery mechanisms for and administration of government-backed discretionary grants to small businesses.

The Transitional horizon

- To administer discretionary grants and any other new stimulus packages that may be provided by Government;
- To identify opportunities presented for resetting the economic potential of the district as part of the Cherwell Industrial Strategy (CIS) and the county as part of OxLEP's Local Industrial Strategy (LIS).
- To ensure growth in the economy is inclusive to benefit communities that are most impacted by the negative effects of the economy. Identify communities and places within Oxfordshire that is particularly affected by this through JSNA ward profiles and COVID impact assessments.

The post-Covid horizon

Through the further development of CIS and by working in partnership on the LIS, capitalise on the potential to achieve a new kind of economic growth for the long term that a renewed and reaffirmed focus on the 'green economy' and digital connectivity enhancement could support.

Key Partners

County wide	Cherwell
OxLEP (NB likely to be leading the County work – OCC no longer has its own internal ec dev function as this was essentially outsourced with the creation of the LEP)	Banbury BID Bicester Vision Kidlington (?)

BEIS	Local business representatives from key
DWP	sectors (including
Districts	manufacturing/tourism/construction)
Business representatives (not OxLEP)	Schools and colleges
University/FE sector	

6.2 Place, Transport and Infrastructure

SCOPE AND KEY THEMES

The response to COVID has resulted in significant impacts on users of our place, transport and infrastructure services. These include reduced travel as people work mainly from home, schools are largely closed, town centres and retail areas are closed, and people only travel for essential journeys. Markets, playgrounds and household waste recycling centres have been closed due to safety concerns.

The scope of this theme includes transport, leisure and amenity infrastructure used by everyone who lives, works and travels in Oxfordshire. Including: highway network, town centres, public rights of way, countryside, household waste recycling centres, playgrounds, markets, parks, cemeteries, supported transport, public transport.

RECOVERY OBJECTIVES

As restrictions are lifted and people start to return to work, more journeys become permitted, and exercise and leisure activities increase, we will have to enable people to travel safely whilst maintaining social distancing.

In the longer term, we will want to find ways to hold on to the gains during COVID, such as reduced congestion and carbon emissions, consistent with our ambitions for climate change and transport connectivity.

In both the short and long term, we need to ensure that any measures we take support action to tackle inequalities in Oxfordshire.

How we manage, operate and maintain our hard and soft infrastructure will be essential to achieving improved health and wellbeing, economic and community resilience outcomes.

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- Ensure that people can travel safely through consideration of safe public transport arrangements
- Manage the implications of promoting in the short to medium term driving, walking and cycling above public transport
- Manage the travel and parking implications of schools opening
- Ensure affected infrastructure is brought back into use as soon as practicable in line with future defined purposes
- Support towns, through supporting a joined-up approach to place shaping
- Ensure that we re-build public transport patronage as a key component of key workers being able to get to work
- Ensure waste disposal arrangements are fully functional
- Enable people to safely visit community amenity and retail areas, such as markets, parks, playgrounds and cemeteries

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long-term response.

Many of the short-term measures we put in place will not be suitable in the longer-term as networks become busier. The transition phase will be critical in ensuring we move smoothly from immediate to long-term measures.

The post-Covid horizon

- Ensure we understand the impacts to date of the lockdown and the implications of that for our hard and soft infrastructure, transport systems and places
- Ensure that we understand the issues that will enable us to reimagine the future
- Engage and empower people to make the right travel decisions
- Promote sustainable modes of transport and make it more inclusive to all communities across Oxfordshire
- Ensure that we don't provide incentives that encourage the reuse of cars over walking, cycling and public transport
- Consider how we can use the opportunity to address critical issues, including: net zero emissions; tackling inequalities; and future proofing our transport system.
- Strengthen what works well in communities on a daily basis
- Build and maintain partnerships

Key Partners	
District and City Councils	Ward Members
Parish Councils	Other LAs
Private sector partners	Transport operators

6.3 Health, Wellbeing and Social Care

SCOPE AND KEY THEMES

The scope of this theme covers all elements relating to public health and social care, it will develop responses to issues such as health inequalities, transformation in adult social care and set out how the councils work in partnership with the health system to deliver improved health and social care outcomes.

RECOVERY OBJECTIVES

To support the County Council's and Cherwell District Council's strategic aims consistent with the Oxfordshire Health & Wellbeing Boards objectives. In addition, and specific to responding to Covid is the resumption of key Heath and Social Care services that had ceased. There are 'new' challenges posed by Covid such as 'Post Covid Syndrome' increased mental health impacts and increased chronic health conditions. There are also new 'norms' associated with significant elements of the sector (Discharges to assess, admission avoidance services, care homes) that will now be embedded.

PRIORITIES

The priorities set out below will be refined and developed by the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

- To setup a highly effective local "Test & Trace" programme with clear governance and accountability structures. To support this to produce a local outbreak plan in partnership with all the key stakeholders across Oxfordshire.
- Identify and confirm services which had been stood down as part of social isolation requirements that will resume and in doing so aim to mitigate any negative impacts on particular vulnerable groups, such as safe guarding issues that were "hidden".
- Identify models of support for homeless individuals who have been placed within emergency provision.
- Continue the 'new approaches' associated with 'D2A' and the implementation of Care Home action plan.
- Support the resumption of primary and community care services which were stood down.
- Continue to develop support arrangements for those individuals who are 'shielded' but increasingly vulnerable.
- Ensure that preventative services including screening & immunisation are re-established and action targeted to address areas of low uptake. This may include novel solutions to manage public fears such as drive through immunisation clinics.
- Manage impact of release from social distancing. Increase in demand for certain preventative services such as sexual health services.

- Address health inequalities in relation to access to above mentioned preventative services. Disadvantaged communities with poor health outcomes are least likely to access the above mentioned preventative services.
- Gradually resume the NHS Health Check provision starting with high risk groups such as BAME communities.
- Building on "Quit for COVID" campaign, encourage people to give up smoking aiding Oxfordshire to become smoke-free by 2025.
- Take action to maintain positive impacts such as increased walking and cycling.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long term response.

Promote well-being messages and services for mental health support:

- grief support services; PTSD for cares/health workers
- Benefits advice support as higher rates of unemployed
- Recruitment campaigns to attract staff whilst positive image of services and higher rates of unemployment.
- Aligning COVID learning with planning for winter e.g. Infection Prevention and Control.

The post-Covid horizon

- Explore and develop new models of support for vulnerable people (People with LD who are required to remain 'self isolated'
- Develop long term options for 'homeless'
- Review Services for Domestic Abuse
- Manage outbreaks due to reduced immunisations e.g. measles (inequality element likely)
- Increased morbidity and mortality leading to increased demand across the system. E.g. late diagnosis of cancer (inequality impact likely)
- More widely reforming services to address inequality.

Key Partners	
County wide	National
BOB ICS	ADASS
OACP	
OCA	TVS Level
DWP	ASC Cell
Districts	
University/FE sector	
Housing Partners	

6.4 Children, Education and Families

SCOPE AND KEY THEMES

As we begin our work to plan for recovery, it is important that we consider this as a golden opportunity to improve further our work with children, young people and their families, our partners and each other. We know before the world turned on its head that we were leading really good quality services and achieving good outcomes overall. Since lockdown, we have all learnt a lot about new ways of working and have benefitted in many ways. We need to reflect on our collective learning and translate that into our recovery plan so that we capitalise on this opportunity to improve our services further. We need to consider what we want to recover into.

We also know that Children's Services will experience their greatest pressures once the 'recovery phase' begins. We can anticipate a surge in demand for services post-lockdown and we need to plan for this. Whilst our risk mitigation strategies are robust, we should consider more radical mitigations to manage the likely spike in demand that will occur. We know that 'recovery' conversations must be multi-agency involving police, health, schools, ADCS, DfE and other relevant services. The workforce across the entire multi-agency partnership terrain may have been weakened during the current pandemic, so 'recovery' must be focussed upon the wider children's workforce.

RECOVERY OBJECTIVES

- Address predicted post lockdown rise in demand and the disproportionate impact on vulnerable children and families

- Ensure an appropriate education and childcare offer for all children is in place. This will be a mixed package dependent on parental choice, needs of the child and health considerations. This will evolve through the different phases of recovery. Schools will need to further develop the inclusive ethos and practices, measured by a reduction in exclusions and narrowing attainment gap. The single priority for The Oxfordshire Strategic Schools Partnership is "Develop inclusive practice and provision in order to improve the progress and life chances for our SEND and disadvantaged learners. This is likely to be the recommendation for Oxfordshire County Council Strategic Education Plan 2020/23.

- Develop multi-agency, place-based services, our early help offer, our Family Safeguarding Plus model and our integrated Youth Justice & Exploitation service, with the aim of improving our collective ability to identify additional needs earlier and provide easy access to the right support to enable change and restore families' resilience. We need to have a joined-up Children's Services approach.

- Ensure there is a coherent and joined up universal offer to children and families supporting children's mental health, emotional wellbeing and resilience

- Improve health outcomes for children and young people by ensuring an integrated children's health system

- Ensure sufficiency of Early Years Provision through assessing and addressing market needs through the phases of recovery as set out by government.

- Ensure providers of placements for our children in care continue to be supported and the markets internally and externally supported to provide sufficiency of local provision

- Implement an Alternative Provision offer that better meets the needs of schools, children, and young people within agreed timescales.

- Further improve the sufficiency and quality of placements and accommodation for children in care, care leavers and 16-17yrs olds who present as homeless through the implementation of our Transformation of In-House Fostering, Commissioning Strategy Action Plan and our newly commissioned Young People's Supported Housing Pathway

- Ensure that there is sufficient targeted help and support to get looked after children and care leavers re-engaged and back on track academically to redress their disadvantage and give them the best opportunity to improve their life chances

- Implement the YPSA pathway as a priority to support young people to step down from fostering and residential provision in order to reach independence

- Engage and promote participation of children and young people, their parents and carers in recovery planning

- Focus on further strengthening the resilience and morale of our workforce

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

We need to plan for the first few weeks of post-lockdown reflecting the context, lessons learnt and ensuring safeguarding arrangements continue to be secure. We know that during this time we expect to see a surge in referrals from schools once they begin to re-open, and from health colleagues when they return to their normal roles.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak.

The post-Covid horizon

We need to plan for the longer-term future – this is our strategic challenge, which will need to drive our vision and strategy for Children, Education and Family Services, our engagement with schools and academies, our outcomes framework and plan for organisational development and will require engagement and a policy and evidence led response.

Key Partners
- Oxfordshire Safeguarding Children's Board
- MASA
- Children's Trust Board
- Health and Wellbeing Board
- Safer Oxfordshire Partnership Co-Ordination Group
- Emerging Oxfordshire Primary Schools Headteachers' Association (OPSHA)
- Oxfordshire Association of Special Schools Headteachers (OASSH)
- Oxfordshire Secondary School Headteachers' Association (OSSHTA)
- Oxfordshire Strategic Schools Partnership (OSSP)
- Joint Housing Steering Group
- Health commissioners and providers
- CAMHS Assurance Board
- Learner Engagement & Early Help board
- Youth Justice Board
- Residential providers
- Foster carers
- Early years settings
- Community and Voluntary Sector

6.5 Community Resilience

SCOPE AND KEY THEMES

As the impact of Corona Virus continues to bite, we must guard against the long-term effects of the economic down turn. We need to ensure that the resources that enable communities to be resilient are not withdrawn and the areas that are most in need are targeted and supported as they adapt to change. Unless we act now the recovery will be much harder and slower and many communities will suffer the consequences for many years to come. More than this, we have once again recognised the impact of often informal community support in prevention and in reducing demand on statutory services. Often this is through the direct provision of support when issues have occurred but much more, so this is through generating a social environment where need is met before issues arise. Overall the impact is to improve outcomes for residents and support the sustainability of services.

We are already seeing impacts on communities across our County. It is likely that we will face high unemployment – particularly youth unemployment and long term worklessness – and there are growing pressures on family life and household resources. More must continue to work hard to alleviate some of the immediate hardships being faced by the most vulnerable in society.

As a Local Government family we cannot do it all so we must use our community leadership and enabling role to build community resilience and to make our communities safer – help those who are able to help themselves and focus on those who are not! As a County and District Council we need to develop our different and multifaceted community facing roles: as service provider; as regulator; as safe-guarder; as public-sector partners; as local scrutineers and; above all, with a democratic mandate for local leadership.

The scope of this theme includes all matters relating to community safety & resilience, engagement with the voluntary and community sectors.

RECOVERY OBJECTIVES

1. Invest in community leadership.
2. Focus on places and people
3. Strengthen public and voluntary sector partnerships.

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

- Assess the strengths and assets of our respective communities and develop an approach that allows individual communities to organise and strengthen their assets, capacity and interests
- Understand community complexity
- Engage and empower all parts of the community
- Strengthen what works well in communities on a daily basis
- Recognize community capabilities and needs
- Foster relationships with community leaders
- Build and maintain partnerships
- Leverage and strengthen social infrastructure, networks, and assets
- Develop the role of local democratic leadership role

The immediate horizon
Community support will remain relevant throughout the Covid-19 period as will working with community and voluntary sector groups to continue to support communities, shielded residents and those activities that have developed to support community resilience. While residents remain shielded and otherwise vulnerable, community support will remain integral

to keeping people safe and well. There is also still a risk that Voluntary and Community Sector (VCS) organisation may be asked to play specific roles in supporting statutory services (for example the shield service) as part of business continuity plans. We will need to establish ongoing needs and identify any gaps in provision.

The Transitional horizon
As the position changes, more resilient communities will find the transition to more normal ways of life less challenging. Equally, resilient communities will more easily meet the difficulties we may face in a negative economic environment or one where health challenges remain, as well as being more able to support residents recover from negative impacts of the current period – whether that impact is on mental, physical, social or economic well-being. By understanding community strengths and which communities are more and less able to support themselves – and how inclusive that support is - we will be better able to target our resources. Ensuring any gaps are covered and supporting a coordinated volunteer network system, building capacity where necessary. This can be done through stakeholder engagement sessions, virtual matching service provision to need and helping build community leadership models – keeping people in touch with what's happening and what support is available.

The post-Covid horizon
In the long-term, recognising the characteristics of strong communities will be critical in designing services, partnerships, development and infrastructure. It will help us be a better partner for the VCS and enhance our role as an indispensable leader in civic society. We need to develop visions for Cherwell and Oxfordshire in partnership with the community that help us focus our purpose.

In our policy making and service delivery, we need to recognise the critical importance on place to community resilience and on individual wellbeing. We will need to co-produce locality and community specific programmes to build resilience, and ensure communities are robust and sustainable. Linking in with all other themes to ensure that solutions reflect local concerns and embedding the healthy place shaping model.

Key Partners

• Community groups – they can assist in providing resources and community intelligence (e.g. Voluntary Action Groups, churches and support groups) who will have knowledge of vulnerable residents	• Ward Members • Town and Parish Councils • Other LA's • EP • Reg Services • Safer communities partnerships

6.6 Organisational Recovery

SCOPE AND KEY THEMES

The impact of Covid 19 requires us to consider how we respond as an organisation: employer, service delivery agent and commissioner to ensure our colleagues, councillors, customer and clients continue to receive the support they need to deliver and access the best possible service, advice and support from the councils.

We must also protect service delivery, support, engage and maintain the workforce to deliver and adapt to the challenges presented by Covid. These include new delivery arrangements in response to Covid and the delivery of our long-term strategic priorities.

We share organisational challenges in common with other public sector providers. How to create safe and secure workplaces, maintain operational resilience and the trust and support of our workforces who are key to fighting the threat from Covid.

In the longer term we will need to adapt and change the way we work to take account of the realities of a post Covid world. This includes the financial implication, the impact on those in society who need our support and the economic impacts for Oxfordshire.

We also have learnt significant lessons from working during the Covid pandemic, lessons about innovation, pace and change, digital adoption, logistics and the vulnerabilities of our communities.

RECOVERY OBJECTIVES

1. To ensure an effective, controlled organisational stand up.
2. To secure the health safety and wellbeing of colleagues and customers by providing appropriate guidance, equipment and support.
3. To ensure there are effective risk assessment arrangements in place.
4. To maintain organisational preparedness in the light of an additional Covid spike.
5. To open up our offices and buildings in a safe way, ensuring there are effective and compliant arrangements in place to facilitate social distancing.
6. To ensure lessons learnt are carried forward into new ways of working
7. To effectively communicate operational changes to councillors, colleagues and customers.
8. To ensure that organisational change programmes are reviewed to take account of required new ways of working.

PRIORITIES

The priorities set out below will be refined and developed the relevant recovery themed steering group, each group will set out its priorities across the three phases of recovery.

The immediate horizon

Dealing with workforce issues relating to operational stand up, these include: health and safety, property, public transport matters relating to work, on-going messaging about those remaining at home, shielded workers engaging with partners, customers and colleagues to offer clear guidance.

- The delivery of priority services.
- Minimise the risk of Covid-19 on the public, staff and partners by supporting our national and local response to contain the spread of the virus.
- The health, safety and wellbeing of councillors, colleagues and customers.

The Transitional horizon

Our work on business continuity planning, risk management and mitigation need to continue and support our preparations for the possibility of a second peak. This includes actively planning for a number of local and national scenarios to ensure on-going readiness whilst developing a long term response.

- Ongoing support to facilitate remote working wherever possible.

The post-Covid horizon

Property, IT and digital and organisational development to support transformational objectives and requirements.

- Reshaping the workforce to deliver and commission services that meet the needs of the councils and residents of Oxfordshire and Cherwell past Covid.
- Organisational development to support required change.
- Delivery of new and / or redesigned services.

Key Partners

- Unions
- Oxfordshire system organisations
- TVLRF
- Suppliers

Appendix 1: TVLRF Strategic Recovery Priorities

Health and Wellbeing	• Assistance for those who have either had the virus and are recovering or those who have lost someone to the virus. • Emotional support for the whole population who have been affected by significant disruption to their lives and may react to the threat of the pandemic or future pandemics in challenging ways
Hardship	• Assistance for those who have lost their livelihood and potentially homes, relationships and more because of the global pandemic. • Support for learners and recent leavers who need educational and career support to move to the next stage of their life.
Economic	• Support for business and the Government to re-establish economic activity and an appropriate fiscal environment. • Detailed assessments of impact across sectors and places, retraining and funding to assist restructuring. • Apprenticeship support and job brokering (if required). • Business advice and counselling.
Resilience and Transformation	• Future resilience to epidemic or pandemic viruses. • How/if services are turned back on during response/recovery crossover? • Do we want services operating how they were, or do we want to recommission to new standards and behaviours? • What changes to service, operations, behaviours and legislation are required to maintain low virus transmission rates and public safety? • Develop social policy and regulation to support population behavioural change to encourage the positives demonstrated. • Pick up and cherish the transformational benefits of the behaviours demonstrated during the pandemic.

Appendix 2: Phase 1 Immediate Recovery Process (OCC/CDC)

IMMEDIATE RECOVERY PROCESS STEPS
When determining how to re-start, services should consider the following issues.

1: Service prioritisation
- Considering your business continuity plans, service and community impacts, and longer-term objectives, assess your services to determine:
- Those that need to be fully restored
- Those that need to be partially restored
- Those that will not be provided for now
- Those that might need to be changed or enhanced to respond to COVID or to support longer-term objectives

2: Determine safe working practices
- For services that will be fully or partially restored, what safe working practices will be required to ensure the safety of staff, partners and the public? This will need to be based on government guidelines, and we will have to ensure that we are consistent in how these are applied across all service areas.

3: Undertake a service and community impact assessment on the revised service provision
- In order to assess minimise differential impact on different sections of the community, for new models of service provision, can you assess the impact of the model in terms of differential impact? Will the new service approach advantage or disadvantage particular groups? What will you do to minimise this? For services being partially or fully restored, can you assess the differential impact of Covid-19 so far for service users and how can service reintroduction minimise this?

4: Plan for how you will cease or reduce restored services if required
- It may be necessary to stop or reduce services if there is an increased risk of spread of infection. Use the learning from the COVID response to review your business continuity plans to ensure that you are able to stop or reduce your restored services smoothly and effectively.

5: HR Requirement
- Given all of the above, the expectation that people should work from home if they can, and the need to maintain safe working practices in the workplace, what will be required of your staff to provide the restored services?

6: Property, IT etc.
- Given all of the above, what requirements will the service have for property, IT, equipment etc. to deliver the restored services? We need to ensure we have a collective understand of the overall demand on our corporate services and any interdependencies.

7: Consideration of future changes

- This process may need to be repeated to respond to changes as we move through the three steps outlined in the Government Recovery Plan. Taking into consideration the changes that are likely to happen at each step, services should consider when they will need to review the service delivery.
- To ensure that the we are sighted on services changes, services should record a brief summary of the outcome of the changes that they are proposing to make. This summary should be shared through the silver group so that:
- Service interdependencies can be managed
- A Council wide view of the property, HR and IT implications and requirements is developed
- The financial implications are understood
- Assurance is given to CEDR on how this is being managed across the Council

Appendix 3: Emergency Response Structure

The diagram below sets out the regional and county emergency response structure. The recovery structure set out in this document will replace the CEDR Gold and OCC /CDC Sliver Coordinating response groups. The technical, tactical and advisory groups will be refocused to support recovery.