

EPSOM & EWELL DRAFT COVID 19 RECOVERY PLAN

Head of Service:	Kathryn Beldon, Chief Executive
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Appendices (attached):	Epsom & Ewell Draft Covid 19 Recovery Plan

Summary

To support our communities and local economy recover from the global pandemic, Members are asked to approve the draft Covid 19 Recovery Plan. To ensure that the Council can deliver the Vision, Four Year Plan and the Recovery Plan, there is a need to reconfigure the Council's current operating model. Members are asked to agree the priorities/ambitions which will form the basis for the reconfigured operating model.

Recommendation (s)

The Committee is asked to:

- (1) Approve the draft Covid19 Recovery Plan to enable recovery work to commence and our partners to be consulted.**
- (2) Agree the priorities/ambitions for the reconfiguration of the Council's operating model.**

1 Reason for Recommendation

- 1.1 To assist both the Borough and the Council to recover strongly from the Global Pandemic.

2 Background

- 2.1 Action taken by the Council during the pandemic has rightly focussed on the need to shield and protect our communities and local economy. As members will be aware, the Council has played an integral role in assisting communities throughout the past twelve months, working tirelessly to ensure support to the most vulnerable (including provision of food and care packages, emergency accommodation and welfare support) as well as processing grants in excess of £14m to support local businesses whilst continuing with the day to day delivery of services to residents.

Strategy and Resources Committee

16 March 2021

- 2.2 With the roll out of the vaccine programme progressing well and the government announcing its roadmap out of lockdown, it is time to look ahead and determine how the Council can support our borough, our residents and our businesses recover from Covid19 and the impact of the pandemic.
- 2.3 Over the coming year many of our existing strategies will need to be refocussed to reflect the radically changed context brought about by the pandemic. In particular we will need to explore the key themes affecting our residents, the economy and businesses which are critical in this emerging new world.
- 2.4 Much has been achieved over the last year by working together with partners whether that is with the voluntary sector, community groups, other councils, public sector organisations and businesses etc. By working together and recognising the importance of partnership and collaboration, the Borough has demonstrated how much can be achieved. This has been evident from the way in which the officers have worked in a much more agile way, across boundaries and with increased flexibility to forge new and improved relationships. It is vital that the Council builds on these relationships and uses the recovery as a catalyst to drive change both in the way we work and engage with others.

2.5 Epsom and Ewell Draft Covid19 Recovery Plan

- 2.6 The Draft COVID-19 Recovery Plan sets out Epsom and Ewell Council's vision for recovery. This is a critical document setting out clearly how we can support our communities, businesses and the local economy.
- 2.7 Undoubtedly the Draft Covid 19 Recovery Plan will need to flex as current uncertainty reduces and discussions progress with Community Groups, Voluntary Sector and Local Businesses. It is important that we engage with those individuals and organisations and work together to find the solutions to the issues faced by our communities and economy. Any amendments to the Plan arising from these discussions will be brought back to Strategy and Resources Committee later in the year.

Need for a new reconfigured operating model

- 2.8 With a newly approved Future40 Vision and the 4 Year Plan, Members have provided a strong strategic ambition for this Council which encompassing a desire to;-
 - 2.8.1 lead our place and be at the heart of local partnerships,
 - 2.8.2 build strong healthy and safe communities; and
 - 2.8.3 protect our natural and built environment.

Strategy and Resources Committee

16 March 2021

- 2.9 The Draft Covid19 Recovery Plan also places a strong emphasis on community wellbeing whilst recognising that our local businesses and economy will need support too. It is vital that this change in emphasis is capable of being resourced effectively,
- 2.10 To deliver the strategic ambitions outlined in the Vision and Four Year Plan, drive forward the Draft Recovery Plan and for the Council to build back better from the pandemic, the officer team will need to do things differently.
- 2.11 To ensure the Council is in the best possible position to forge a sustainable and successful future delivering the approved member priorities, a new reconfigured operating model is required. This will ensure we have aligned our priorities and people to effectively deliver our strategic vision. A new reconfigured operating model will also help to build capacity across the organisation in areas which need it most and will allow for skills development to meet current and future needs. The work to deliver a reconfigured operating model will be undertaken in the next few months.
- 2.12 Members are asked to agree the following priorities/ambitions, to assist the Chief Executive reconfigure a new operating model which will deliver the clear strategic direction and priorities agreed by Members. In line with our Managing Workforce Change Policy, officers will have the opportunity to provide their views and opinions on any proposals which will be considered before any final plans are implemented.
- 2.13 Services will be reconfigured with a strong emphasis/focus on the following priorities:-
- 2.13.1 **Place Shaping and Climate Change** –Ensuring future plans and ambitions for the Borough in terms of spatial, economic development and climate change are aligned and co-ordinated.
 - 2.13.2 **Keeping our Community Safe and Well** - holistically address key issues of wellbeing irrespective of age such as social isolation, mental health, domestic violence, obesity and digital exclusion. Building and developing new ways of working together with voluntary sector, community groups and vulnerable residents.
 - 2.13.3 **Supporting our Local Economy** – Support the re-opening of our local businesses, attracting people back to the high streets and shopping parades and securing more investment and jobs.

Strategy and Resources Committee

16 March 2021

2.13.4 **Protecting our Natural and Built Environment** - Quality green open space has always been an important component of our plans. Post Covid19, it is important that we protect them and ensure that they are there to be enjoyed by all. Similarly the integrity of our built environment and the planning system needs to be upheld through design standards and appropriate enforcement.

2.13.5 **Supply of Affordable homes** – Work with developers, housing associations and other partners to endeavour to supply as many affordable homes as possible across the Borough.

2.13.6 **Collaborating** – Opportunities for collaboration will be sought, where possible and appropriate, with partners across Surrey and other local authority partners with the aim to provide greater resilience, capacity and in some areas access to a wider professional skill set. Proposals for collaboration will be presented to members for approval with a fully costed business case and transparent service standards. Agreed outcomes and service performance levels will need to be effectively monitored.

2.13.7 **Engaging and Listening** – Building on the success of the Future40 engagement programme, a co-ordinated cross service approach to engagement is required to ensure we are seen as an organisation that listens and responds.

2.13.8 **Enterprising** - to maximising existing income streams and explore and develop new ones to ensure council services can continue to be provided to residents.

Effective and Agile – Enhance strategic capacity, align service groups to support collaborative, flexible, cross boundaries and efficient workflow, develop a co-ordinated approach to cross cutting themes (such as climate change, enforcement, governance etc)and improve effective decision making and accountability.

3 Risk Assessment

Legal or other duties

3.1 Impact Assessments

3.1.1 Equality impact assessments will be undertaken where necessary as projects are developed. Equality Impact Assessments will be required as part of reconfiguration the operating model.

Strategy and Resources Committee

16 March 2021

3.2 Crime & Disorder

3.2.1 There are no specific Crime and Disorder considerations associated with this report.

3.3 Safeguarding

3.3.1 There are no safeguarding risks considerations associated with this report.

3.4 Dependencies

4.4.1 There are no dependencies associated with this report.

4 Financial Implications

4.1 During the pandemic, the officer team has demonstrated an ability to adapt and develop new skills in a very short space of time. As with any proposed changes, staff will be supported through the transition to the reconfigured operating model. If necessary, Strategy and Resources will be asked to agree any one off costs (such as redundancy payments) associated with the reconfigured operating model prior to implementation.

4.2 The 2021/22 Budget approved on the 16 February 2021, contained a number of actions which impact on the Council's current operating model. The reconfigured operating model will deliver those agreed reductions. Further savings are unlikely to be achieved given the streamline nature of our services and the need to invest in additional skills and capacity to ensure Future40, Four Year Plan and the Recovery Plan can be delivered.

Section 151 Officer's comments:

5 Legal Implications

5.1 None arising from the contents of this report.

5.2 **Monitoring Officer's comments:** None arising from the contents of this report.

6 Policies, Plans & Partnerships

6.1 **Council's Key Priorities:** The Council's Four Year Plan sets five overall themes, reflecting the long term priorities for the Borough. It recognises the challenges, and sets out a road map of how the Council will continue to drive forward the work required as efficiently and effectively as possible.

Strategy and Resources Committee

16 March 2021

- 6.2 **Service Plans:** The actions contained within the Draft Covid19 Recovery Plan will be contained within future Service Delivery Plans.
- 6.3 **Climate & Environmental Impact of recommendations:** There are no specific climate and environmental recommendations associated with this report.
- 6.4 **Sustainability Policy & Community Safety Implications:** There are no specific sustainability and community safety implications associated with this report.
- 6.5 **Partnerships:** The Council will need to build upon the relationships built with partners during the pandemic to ensure that the Borough recovers strongly.

7 Background papers

7.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Future 40
- Four Year Plan