

Recovery Strategy – Closure report

Committee considering report: Executive

Date of Committee: 7 July 2022

Portfolio Member: Councillor Lynne Doherty

Date Portfolio Member agreed report: 9 May 2022

Report Author: Joseph Holmes (Executive Director – Resources)

Forward Plan Ref: EX4225

1 Purpose of the Report

- 1.1 The purpose of this report is to summarise the actions that have occurred to deliver the Covid-19 Recovery Strategy, the ‘Recovery Strategy’ and to notify members that all outstanding work will now move into Business As Usual and be considered for the future Council Strategy 2023-27.
- 1.2 The Council’s Recovery Strategy can be found via the website on the link below:
<https://info.westberks.gov.uk/CHttpHandler.ashx?id=49071&p=0>
- 1.3 This strategy was approved in May 2021 as an updated version of the original Recovery Strategy produced in June 2020. The Recovery Strategy set out a range of projects and opportunities for the Council to implement in order to assist with the recovery from the Covid-19 pandemic. At the time of writing (May 2022) all remaining Covid restrictions have now been lifted and the vaccination programme has seen a significant impact on the number of hospitalisations and deaths due to Covid with 49,558 cases and 332 deaths over the past two years. At 90.19% of adult residents who have received at least one dose of a Covid-19 vaccine, West Berkshire was amongst the top 10% of local authorities in England with the highest vaccination rate.

2 Recommendation

- 2.1 For the Executive to approve the disbanding of Covid-19 recovery work and move any outstanding work into ‘business as usual’ or form part of the Council Strategy 2023-27.

3 Implications and Impact Assessment

Implication	Commentary
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Financial:	None – all schemes funded already through funding allocated to Recovery			
Human Resource:	None			
Legal:	None			
Risk Management:	Risk through this approach is that any incomplete actions will not be formally monitored by the CMT as they have been in past 6 months			
Property:	None			
Policy:	The Recovery Strategy is one of our main strategies and its majority completion supports the Council's delivery of key schemes.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			

Environmental Impact:	X			See action plan delivery e.g. new active travel / footway schemes in the capital programme
Health Impact:	X			See specific items in the action plan
ICT Impact:		x		None
Digital Services Impact:	X			See specific items in the action plan
Council Strategy Priorities:		X		None directly though very strongly aligns with the Council Strategy
Core Business:		X		None
Data Impact:		X		None
Consultation and Engagement:	Corporate Board and individual officers responsible for actions			

4 Executive Summary

- 4.1 This report is provided to enable the closure of the Recovery Strategy activity and the schemes contained within the Recovery Strategy from Summer 2021. The report and the accompanying action plan have been updated to demonstrate the progress made on the majority of schemes with a significant number either complete or ongoing into business as usual.
- 4.2 The pandemic has had a significant impact on our residents, businesses and staff and has left a lasting effect on the community of West Berkshire. The initial Recovery Strategy from 2020, and the successor in 2021, set out a range of actions to seek the opportunities that arose during the pandemic as well as ensure the mitigation, wherever possible, of the impacts of the pandemic. These have been captured in the strategy with the three keys themes being on the recovery for:
 - (a) Health
 - (b) The local economy
 - (c) Education
- 4.3 There were then four further themes contained within the strategy and these are highlighted within the appendix and action plan to this report.

4.4 There were a range of crucial schemes and interventions that the Council delivered during the pandemic. This includes the funding for the ‘Surviving to Thriving’ scheme with Greenham Common Trust, the delivery of the HAF (Holidays Activity Fund), the ongoing funding now received for the Household Support Fund, the bloom into Spring programme, enabling schools to respond to get back to in person learning across the district and to provide a range of economic support programmes, for example the Welcome Back Fund.

5 Supporting Information

Introduction

5.1 This report provides an overview of the seven themes of the Recovery strategy action plan from 2021, and the progress against these actions are included in appendix A and Appendix B also highlights the recovery dashboard detailing the impact of Covid-19 and the impact of some of the Recovery Strategy actions.

5.2 A summary of the completion of the action plan is per the below table:

Theme	Progress	Comments
1 Recovering West Berkshire’s health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities	Partially complete	Further actions to be completed by services
2 Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing our Town Centres for the future	Substantively complete	
3 Supporting our children and young people and our schools with a focus on the most vulnerable	Substantively complete	

4 Taking the opportunity to work with our local communities to accelerate delivery of our environmental objectives	Substantively complete	
5 Enhancing our communications and community engagement	Substantively complete	
6 Improving our customers' experience of us with an enhanced efficiency and openness in how we work and share information	Substantively complete	
7 Seizing the positives from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have Page 12 of 40 Version 0.1 Recovery & Renewal Strategy Dated: 13 May 2021 supported our local communities during the Pandemic, including our own staff	Substantively complete	

Proposals

- 5.3 Following on from the delivery of the majority of the projects contained with the Recovery Strategy it is proposed to bring these activity into business as usual within the Council where they have not been completed yet and to cease the work of the Recovery Strategy.
- 5.4 Outstanding actions will be for the responsible officer to progress and incorporated into service planning work for completion.

6 Other options considered

- 6.1 The Council could continue monitoring the Strategy but this has been disregarded as it is substantively completed. The Council could also formulate a new Strategy for the longer term but this is disregarded as this thinking should be built into the wider Council Strategy for 2023-27.

7 Conclusion

- 7.1 There has been much positive work to build on from the delivery of the Recovery Strategy that has helped support our community and businesses. There is much to recognise in the support the Council has provided whilst at the same time reflected on the profound impact that the pandemic has had on West Berkshire over the past two years.

8 Appendices

Appendix A – Summary of the Recovery Strategy action plan

Appendix B – Recovery Strategy dashboard

Background Papers:

Recovery Strategy 2020 and 2021

OSMC Review of Covid-19 - 2021

Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Wards affected: all

Officer details:

Name: Joseph Holmes
Job Title: Executive Director (Resources)
Tel No: 01635 503540
E-mail: joseph.holmes1@westberks.gov.uk

Recovery Strategy Action plan

Priority 1 - Recovering West Berkshire's health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities.				
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on progress</i>
1. Closing the inequality gap.	<p>Ensure that our Equality and Diversity Strategy is prepared with key partners and effectively consulted ion to ensure it addresses post Covid-19 issues. And that it is championed within the Council.</p> <p>Address these concerns through the upcoming Equalities and Diversity Strategy basing actions on what evidence is available. There will need to be an emphasis on:</p> <ul style="list-style-type: none"> • Improving the collection of ethnicity and other protected characteristics data. • Developing ‘culturally competent’ programmes for engagement and service delivery. • Measuring the impact of interventions and learning from what that tells us. • From our learning create actions that can be delivered at a local level to reduce inequalities. <p>Champion the Council’s role as ‘place maker’ by using our own Establishment to influence change e.g. through positive hiring practices, offering work opportunities, in our role as a major employer in the District.</p>	Sam Shepherd Paula Goodwin	Autumn 2022 Ongoing	<p>This work is being progressed through the BCT – transformation funding approved and for delivery later in 2022</p> <p>Included within the forthcoming workforce strategy</p>

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Theme	Actions	Officer Responsible	Revised due date	Update on Progress
2. Supporting our colleagues in the NHS.	<p>NHS Recovery priorities are based around continuing to support the Covid-19 response, returning to BAU as soon as possible, and ensuring that staff are supported and the required staffing resources are in place. The Council will continue to work with Health colleagues through the Integrated Care Partnership (BW ICP) to support this.</p> <p>(BW ICP)</p> <p>Seek to continue the very positive improvements that have been seen in hospital discharge times during the Pandemic. This will be subject to sufficient funding coming forward.</p> <p>(Adult Social Care)</p>	<p>Matt Pearce</p> <p>Paul Coe</p>		<p>Partnership arrangements to support hospital discharge are continuing and agreements have been reached on funding models. The current issue (Jan 2022) relates to the lack of available domiciliary care staff due to a combination of short-term (Omicron) and longer-term issues (funding, low unemployment, etc.)</p>
2. Supporting our colleagues in the NHS.	<p>Place an increased focus on prevention to help reduce the demand on the NHS.</p> <p>(Communities & Wellbeing)</p>	Matt Pearce	May 2022	<p>£10k pilot project starting in mid-February 2022 installing three blood pressure kiosks for six months across West Berkshire. Three Wellpoint Mi kiosks were installed at Thatcham, Hungerford and Newbury libraries on 1st March 2022. The kiosks measure height, weight BMI, blood pressure and heart age, with signposting to local public health services. As of 31st March:</p> <ul style="list-style-type: none"> • 200 tests by 157 users across the three sites • 33% high blood pressure

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				<ul style="list-style-type: none"> • 48% overweight or obese • 17% 'very high' body fat <p>We are evaluating the impact of the kiosks in line with other Berkshire West councils, and considering whether to move one of the kiosks to Theale due to rurality and local data indicating high blood pressure in the area.</p> <p>We are currently working with the Berkshire West Public Health Shared Team to identify local need in terms of rates of hypertension and cardiovascular disease, and also with Health Watch West Berkshire who have good knowledge of local communities, to identify suitable areas for prevention activities.</p>
3. Seeking to maintain the benefits of health and social care integration.	The BW ICP is currently reviewing its flagship priorities for 2021/22 and these will include a number of programmes which will seek to further develop health and social care integration both at a Place (Berkshire West) and Locality (West Berkshire) level. (BW ICP)	Matt Pearce		To be developed through Adult Social Reforms and the ICS
4. Promoting good mental health and wellbeing.	A £200k programme has already been put in place to cover additional mental health support co funded with Greenham Trust.	Matt Pearce	Complete	<p>£50k Mental Health Fund - surviving to thriving - collaboration with Greenham Trust – initially with £50k and then £100k - additional funding. As at April 2022:</p> <ul style="list-style-type: none"> • 30 projects funded. • £315,800 funds committed (£150k each from WBC and GT).

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				<ul style="list-style-type: none"> • £261,886.07 funds spent to date. • £53,913.93 remaining to award. Further Comms planned to increase grant applications. • 5,331 estimated number of direct beneficiaries • a roundtable meeting is being arranged to discuss issues seen in primary care e.g. high levels of anxiety and self-harm in secondary school pupils. Time to Talk, Berkshire Youth, Charlie Waller, No 5 Young People etc will meet with the panel to seek solutions. <p>Locality Integration Project on lower acuity Mental Health Needs has begun.</p>
	<p>Carry out an exercise with partners to map mental health needs across West Berkshire post Covid -19. The BOB ICS is undertaking a review of CAMHS services across the wider area.</p> <p>Ensure that arrangements are in place to raise the profile of mental health services to effectively manage the increase in mental health and wellbeing in rough sleepers and homelessness where this is often hidden until they access housing services.</p>	<p>Pete Campbell Paul Coe Eric Owens (Janet Weekes)</p>	Ongoing	<p>Locality Integration Project on lower acuity Mental Health Needs has begun.</p>
5. Supporting Adult Social Care.	<p>Ensure that visiting arrangements are reviewed and updated as required.</p> <p>Ensuring the Resource Centres open as soon as they are able.</p>	<p>Paul Coe June Graves</p>	<p>Complete Complete</p>	<p>£5k - Responsive Care Providers Event (RCP)- RCP staff event to meet and share experiences</p> <p>Resource Centres have been supported to reopen. They close only when there is an outbreak.</p>

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	<p>Continue to monitor the residential care market and our position within it.</p> <p>Support initiatives aimed at improving outdoor spaces in our in house care homes.</p> <p>Ensure that certain key functions e.g. the review of care packages are brought back to business as usual as soon as possible.</p> <p><i>(Adult Social Care)</i></p>		Ongoing Complete Complete	<p>Care homes market remains stable (one closure of one small home in Dec 2021)</p> <p>Outdoor spaces – work has been slow due to contractor availability issues.</p> <p>Review of care packages is on target (70%).</p>
6. Promoting active lifestyles.	<p>Continue to support the roll out of 'Berkshire West Can'.</p> <p><i>(Berkshire West Integrated Care Partnership)</i></p> <p>Establish an ongoing promotional campaign focused on promoting physical activity locally in the context of coming out of Covid-19 including the restart of previously popular programmes e.g. West Berks Run Together; West Berks Park Run.</p>	Matt Pearce	Complete	<p>A series of systems mapping workshops for physical activity to commence in February</p> <p>Update: Three workshops now complete for system mapping physical activity across Berkshire West. Map will soon be finalised and a draft strategy will be taken to the ICP Prevention Board.</p> <p>£35,851.04 has been spent from our £40k Let's Get Active Fund in partnership with Greenham Trust. Particular emphasis of the fund has been paid to those demographics hit hardest by Covid19. Update: The £40k Let's Get Active Fund has been spent.</p> <p>We have continued the roll out of Berkshire West Can which is an employee-focused physical activity initiative. In 2021 we ran two 'buddy boost' challenges (the second also involved the WBC care homes), and in February 2022 we will be running Physical Activity Champion training.</p>

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6. Promoting active lifestyles.	<p>Establish bespoke programmes to support those who have lost mobility during the Pandemic or are potentially vulnerable to low levels of physical activity e.g. older people.</p> <p>Consider promoting on line fitness programmes.</p> <p><i>(Communities and Wellbeing)</i></p>	Matt Pearce Gabrielle Mancini	On-going	<p>Steady Steps falls prevention classes have re-started at Northcroft, Leisure Centre, Cotswold Leisure Centre and The Lambourn Centre.</p> <p>Get Berkshire Active are delivering seated exercise classes across the district.</p> <p>Further focused work will continue on this area of work and there are plans to set up a new partnership task group to encourage older people to resume physical activity opportunities across the district</p>
Priority 2 - Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing our Town Centres for the future.				
Theme	Actions	Officer Responsible	Revised due date	Update on Progress
1. Increasing our efforts to empower everyone to enter the workplace	<p>Target skills development and employment guidance at women, young people and other groups impacted by the Covid-19 Pandemic.</p> <p><i>(Planning and Development : Education)</i></p>	Eric Owens Katharine Makant Ian Pearson Paula Goodwin	Complete	<p>Recovery agreed a £5k contribution to the pan-Berkshire Rebel Business School course which took place 7-18 Feb 2022. The course provided training and support to those thinking of starting a business. Over 30 West Berks residents signed up and feedback was excellent. Follow-up networking event in Newbury Town centre planned for May 2022.</p> <p>Support to Schools in partnership with EBP – Mock Interviews and supporting Work Placements.</p>
1. Increasing our efforts to	Adopt a Social Value Policy The Policy will generate benefits not only to the Council, but also to West			

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empower everyone to enter the workplace	Berkshire, its residents and the economy, whilst minimising the damage to the environment. It will maximise the use of public money in public contracts and make positive changes for the good of the District as a whole by creating jobs for local people, supporting young people into apprenticeships, using local suppliers, and supporting a local supply chain and investing in SME businesses. It will support opportunities to innovate and generate environmental benefits in such areas as the delivery of the new Environment Strategy 2020- 2030. <i>(Commissioning)</i>	June Graves	Complete	Social value policy is now adopted and live following approval by Executive. The Policy will be reviewed for impact and is being utilised across the Council on procurement activity.
2. Putting in place employment support for the newly unemployed and underemployed.	Promote Berkshire Opportunities as a first port of call for the recently unemployed. Through the Jobcentre, identify and refer young people to the Kickstart Scheme, delivering this message through other Council services. Utilise the Kickstart scheme to create temporary roles at the Council and in schools. Work with the Local Enterprise Partnership to influence employers to offer value- added jobs to a wider range of employers. <i>(Planning and Development)</i>	Eric Owens (Katharine Makant)	Complete Complete Complete Complete	Council supported the Kickstart Scheme employing a number of young people under the scheme, many of whom have successfully moved on to further opportunities. We recruited 16 young people directly within the Council and a further 13 in the businesses that the Economy team supported in our cohort. So 29 young people got placements directly as a result of Council activity, which included working closely with DWP, the Jobcentre and West Berkshire Training Consortium. Approximately £73k in Kickstart payments has been processed by the team. The Economy team also gave advice and guidance to 50-60 West Berkshire businesses to help them apply directly to the Kickstart scheme to create jobs.

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				The team supports and promotes the LEP's Berkshire Opportunities online platform for careers, jobs and training. https://www.berkshireopportunities.co.uk/
Theme	Actions	Officer Responsible	Revised due date	Update on Progress
3. Supporting businesses that have been affected by Covid-19 to reopen.	Continue to administer Business Support Grants including the ARG	Andy walker Eric Owens Katharine Makant	Complete	<p>450 West Berkshire businesses have benefitted from a total of £6.42m ARG funding, including Hardship Fund administered by the Economy Team.</p> <p>44 West Berkshire businesses have received £700k from our ARG Challenge Fund, an innovative scheme aimed at supporting recovery, green growth and digital innovation designed and run by the Economy Team.</p>
	Support businesses to adapt and diversify by referring them to the Berkshire Business Growth Hub for bespoke advice. <i>(Finance and Property : Planning and Development)</i>	Eric Owens (Katharine Makant)	Complete	<p>£30k to fund a Business Hub online platform. An external supplier was procured for £8k – the website went live in March 2022 and feedback has been excellent.</p> <p>https://www.businesswestberks.co.uk/</p> <p>£21k of the budget from effective procurement on the online platform has been reallocated to help fund production of an outline design and</p>

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				costings for the Wharf project, as the basis for external funding bids. The Wharf is a key public realm project in the Newbury Town Centre Masterplan. Consultants have been procured and is work due for completion end June 2022.
Theme	Actions	Officer Responsible	Revised due date	Update on Progress
4. Reshaping our Town Centres.	<p>Through the Berkshire Place Making Board identify projects which will contribute to sustainable, inclusive growth and seek funding for them from Government through the Levelling Up Fund and similar revenue streams. The redevelopment of the Newbury Lido has been identified as the first project to be put forward to Government.</p> <p>We will support our High Streets across the District to deliver the new uses that are needed by local residents and businesses.</p>	Eric Owens (Katharine Makant)	Ongoing Complete	<p>£5k – Contribution to feasibility study into Streatley Youth Hostel</p> <p>The feasibility study procurement has been delayed while the Steering Group sought to raise the necessary funds from the local community and stakeholders. Procurement is expected to take place shortly, with the study completed by the autumn.</p> <p><i>NB This funding was applied for under Strand 6 rural diversification, not town centres.</i></p> <p>The Lido bid for the Levelling Up Fund was unsuccessful. A bid for capital investment is due to go to the Executive in early 2022</p>
4. Reshaping our Town Centres.	<p>Use the Government's Welcome Back Fund and council funded Welcome Back business grants to drive footfall in high streets and town centres, including Newbury, Thatcham, Hungerford and others.</p> <p>Develop 'Shop Local' branding and marketing activity to encourage more ethical, impactful shopping and purchase of services.</p>	Eric Owens / Katharine Makant	Complete Complete	<p>£20k - Additional Administrative support to the Welcome Back Fund and Welcome Back Business Grants.</p> <p>£6k drawn down to fund temporary staff providing admin support to Welcome Back schemes. The other 50% of admin costs was reclaimed from the Welcome Back Fund.</p>

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	<p>Seek funding for capital spend arising from master planning for Newbury, Thatcham, Hungerford and other West Berkshire towns in order to improve the public realm and the spaces available to residents and businesses.</p> <p><i>(Development and Planning; Environment)</i></p>		Complete	<p>£139k for Council-funded Welcome Back Business Grants (matching the Welcome Back Fund allocation by Government).</p> <p>Following an invitation to submit proposals by 21 June 2021, 44 West Berkshire businesses have now received over £85k grant funding to help welcome customers back after Covid. Evidence of delivery was required to draw down the funds.</p> <p>£29k of the underspend on Welcome Back Business Grants has been reallocated to help fund production of an outline design and costings for the Wharf project, as the basis for external funding bids. The Wharf is a key public realm project in the Newbury Town Centre Masterplan. Consultants have been procured and is work due for completion end June 2022.</p> <p>22 local businesses featured in our 'Shop Green, Shop Local' online magazine to promote sustainable Christmas shopping in 2021 – a joint initiative with the Environment team.</p>
4. Reshaping our Town Centres.	<p>Develop formalised working relationships between Planning and Public Health, so that the health needs of the West Berkshire population are considered in the reshaping of our town centres.</p> <p><i>(Development and Planning, Communities and Wellbeing)</i></p>	<p>Eric Owens Matt Pearce</p>	Ongoing	<p>A draft 'healthy planning protocol' has been written by the Public Health and Wellbeing Team and shared with colleagues in Planning for their consideration.</p>

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Theme	Actions	Officer Responsible	Revised due date	Update on Progress
5. Promoting digital infrastructure focusing on 'full fibre' and 5G coverage and help grow digital skills.	<p>Seek to facilitate and fund projects that enable the provision of full fibre and 5G across Berkshire and West Berkshire.</p> <p><i>(Berkshire Digital Infrastructure Group)</i></p> <p>Partnering with schools, and our teams involved with schools, to deliver targeted digital skills training such as coding – initially through online classes.</p> <p>Prioritise digital skills within opportunities offered by the Council; including apprenticeships, work experience and potential Kickstarter roles.</p> <p>We will support the LEP's proposed Digital Skills Partnership to boost the availability of vital skills locally.</p> <p><i>(ICT; Planning and Development; Strategy and Governance; Education; Berkshire Digital Infrastructure Group)</i></p>	Andy Best Economy Manager	March '22 Ongoing	<p>Completed</p> <p>The Economy Manager represents WBC on the Berkshire DIG Board, which is chaired by the WBC Chief Executive. WBC was the first to introduce Mini DIGs to co-ordinate internal activities across Council services. The DIG Project Team, which is based in WBC IT, has been incredibly successful in drawing down external funding to support digital infrastructure provision.</p> <p>Kickstart roles have been offered in a number of service areas</p> <p>Work is being undertaken to map digital exclusion so that we can better understand both infrastructure or skills need</p> <p>Kickstart roles have been offered in a number of service areas</p> <p>Work is being undertaken to map digital exclusion so that we can better understand both infrastructure or skills need</p>

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Theme	Actions	Officer Responsible	Revised due date	Update on Progress
6. Reviewing whether the Council, with its Partners, should seek to encourage further rural diversification through investing more in tourism if there is a sustained change in holiday travel patterns.	<p>Will require a review of potential investment opportunities if it becomes clear that over the medium term there has been a move towards domestic holidays.</p> <p><i>(Planning and Development)</i></p>	Eric Owens	Ongoing	See Streatley YHA above
7. Support the most vulnerable and disadvantaged groups in the district to recover from financial hardship and poverty.	<p>Adopt a financial inclusion policy to support local vulnerable and disadvantaged groups such as homeless, experiencing financial hardship and poverty due to the impact of Covid 19.</p> <p>The policy will enable issues such as, loss of income through furlough, job losses and affordability to be minimised and contribute towards sustainable communities.</p> <p><i>(Strategy & Governance; Finance & Property)</i></p>	Andy Walker	Revised into the Household Support Fund	Revised scheme in place through the ongoing Household Support Fund (with further funding announced for 2022-23 by Government) to support those most in need.

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Priority 3 – Supporting our children and young people and our schools with a focus on the most vulnerable.				
Theme	Actions	Officer Responsible	Due	Update on Progress
1. Ensuring that programmes and support are in place for pupils of all ages and that they are able to catch up on the time lost during the Covid-19 Lockdowns.	<p>A range of programmes are in or being put in place:</p> <ul style="list-style-type: none"> • Early Reading Year 1 • General Reading Programme (18 schools) • National Tutoring Programme • Full potential (1:1) tuition for any pupil (GT Partnership) • Oracy programme • Mathematics programmes. <p>(Education)</p>	Ian Pearson	Ongoing	<p>£160k allocated to Education recovery</p> <p>As follows:</p> <ul style="list-style-type: none"> • £3.6K SACRE - Support for RE teaching in schools – disadvantaged project for A level students • £8k Extend SEN Case Officer post for 6 months • £34k Additional SEN manager for 12 months • £51k Additional EHC Co-ordinator for 12 months • Support for NTP has been given to all HTs through PHF meetings and KIT emails. • The Accelerated Reading Programme has been relaunched for 2021/2022 with good engagement from schools. • Oracy via Voice21 and the SI team continues with schools valuing and developing this strategy within their schools. • Mathematics programme to be rolled out to schools from September 2022.
Theme	Actions	Officer Responsible	Due	Update on Progress

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2. Closing what may well have become a greater education attainment gap.	<p>Introduce the Ready to Progress' criteria to schools for mathematics.</p> <p>Ensure the curriculum is highly ambitious for all by:</p> <ul style="list-style-type: none"> • Continuing to raise the profile of subsidised subject leader training • Flying visits to schools • Staff meetings to schools. <p>Widen career choices for disadvantaged pupils by ensuring PP champions in secondary schools engage through network meetings.</p> <p><i>(Education)</i></p>	Ian Pearson	Complete	<p>Ready To Progress Document has been used in training across 2020/2021. Maths lead ran numerous sessions for MaCos and individual schools.</p> <p>Subject leader training has continued with authority wide courses and staff meetings tailored to individual schools.</p> <p>Flying visits are free and all schools in the Ofsted Window have taken this offer up.</p> <p>Impact: All 10 Schools that were inspected last term retained or improved their previous grading.</p> <p>PPG courses have been run for primary and secondary schools. PPG statements have been checked and scrutinised</p>
Theme	Actions	Officer Responsible	Revised due date	Update on Progress
3. Improving the transition experience.	<p>Holiday and activities and food programme will include secondary involvement and complete some transition work.</p> <p>Schools transition project.</p>	Ian Pearson	Complete	<p>Successful deliver of HAF (Holiday Activity Fund) schemes during school holidays during 2021-22 e.g.</p> <p>Summer Programme – 16 Sessions</p>

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	<p>Year 6 / 7 schools' transition project – voluntary project between schools to share outcomes of any assessments taken.</p> <p><i>(Education)</i></p>			<p>Number of Primary (5-11) Sites 14</p> <p>Number of Secondary (12-16) Sites 2</p> <p>Total number of FSM eligible pupils attending 1069 41%Reach</p> <p>Total number of Non-FSM eligible pupils attended 596</p> <p>Total number of FSM eligible pupils sessions attended Secondary 15% attendance Primary 74%</p> <p>*Number of vulnerable pupils attending 7</p>
Theme	Actions	Officer Responsible	Due	Update on Progress
4. Addressing increased mental health and emotional wellbeing concerns amongst children and	<p>A range of programmes are in or being put in place:</p> <ul style="list-style-type: none"> • Extra Primary Mental Health worker in EHA (potential extension for 2 years). • Deliver PPEP Care Training • Emotionally Based School Avoiders (EBSA) support (bid has already gone to Schools Forum). • Potential early intervention from Ed Psychs (screening for one year). • Video Interaction Guidance (VIG) being made available for parents to improve parent 	Ian Pearson		

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young people.	<p>wellbeing and child behaviour intervention increases parenting sensitivity.</p> <ul style="list-style-type: none"> Consider subsidising training for ELSAs (Emotional Literacy Support Assistants) for Early Years setting to support the wellbeing of pre-schoolers. Pilot the role of Wellbeing Governors in schools. <p>(Education)</p>			
5. Responding to an increased demand on our services for support, notably for more vulnerable children and young people including those Not in Employment, Education or Training (NEETs).	<p>The following actions are being considered:</p> <ul style="list-style-type: none"> Reduce our traded services costs for 1 year to subsidise costs to schools. Increase the amount of free days provided on SLAs. Extend Assistant SEN case officer post. Roll out the Oracy project to schools. Use assessments and school intelligence to select core schools 	Ian Pearson	Ongoing	<p>£23k Bridge the Gap funding for NEET officer - Oct – March The continued success of the additional NEET officer has, as of November 2021 (most recent validated data), stabilised numbers of NEET and Not Known with combined NEET and Not Known at 2.9%, or 97 young people (1.6% or 53 young people NEET and 1.3% or 44 young people Not Known). This puts West Berkshire in Quintile 1 in the England performance tables, with the lowest percentage in the South East (lower is better).</p>
Theme	Actions	Officer Responsible	Due	<i>Update on Progress</i>
5. Responding to an increased demand on our services for support, notably for more vulnerable children and young people including those Not in Employment, Education or Training (NEETs).	<p>(cont.)</p> <p>select core schools to receive support</p> <ul style="list-style-type: none"> Implement the Phonics Early Reading Strategy. Pupil premium champions to work in nominated schools. Create a Recovery based 'Diminishing the Difference' schedule. Continue to support opportunities for NEET individuals and invest time in seeking out apprenticeship options with employers. 	Ian Pearson	Ongoing	<p>Apprenticeship opportunities have bounced back with 41 current vacancies advertised on the government portal. However, there has been a drop in the numbers of young people <i>applying</i> for apprenticeship opportunities, instead opting to enter non-apprenticeship employment. There is insufficient evidence that this is a negative or positive.</p>

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Training (NEETs).	<i>(Education)</i>			
6. Supporting a fragile Early Years sector.	<p>Consider providing a central Early Years central training bursary fund.</p> <ul style="list-style-type: none"> Extend the Imagination Library (book gifting) to specific targeted groups Family Hub work to focus of developing parenting with a focus on socialisation and using outdoor spaces to develop motor skills Consider the recruitment of Family Support Workers OR active play workers to encourage parents and their children to get active, interact and connect and help alleviate anxiety, loneliness and raise mental health resilience. <p><i>(Education)</i></p>	Ian Pearson	Ongoing Ongoing Ongoing	<p>£20k Family Hub "Learn in your community worker" 0.5 FTE</p> <p>Appointment to be made to align with the approval of the Customer First Board to drive forward the related work for the 50 things APP.</p> <p>Further assessment of the impact after 12 months.</p>
Theme	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
7. Embracing new technology and the opportunities for remote and shared learning.	<p>Awareness and training for parents.</p> <p>Designing projects completed as a family.</p> <p>Parental control guidance for devices to keep children safe online.</p> <p><i>(Education)</i></p>	Ian Pearson	In progress	<p>50 Things app - supporting families - set up costs</p> <p>Work have commenced with a view to work on training aspect and making the app 'West Berkshire' relevant.</p>
Priority 4 - Taking the opportunity to accelerate delivery of our environmental objectives				

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Theme	Actions	Officer Responsible	Due	
1. Greater promotion of Active Travel.	<p>Implement the local Cycling and Walking Infrastructure Plan and enclose this within a new post Covid-19 Local Transport Plan</p> <p>Expand the Council's cycle training offering. <i>(Environment)</i></p> <p>Promote active travel modes in all relevant planning consultations with a particular focus on active commuter travel.</p> <p>Contribute to the LEP's Berkshire Connected Travel Plan. <i>(Development and Planning).</i></p>	Jon Winstanley Eric Owens	Ongoing	<p>£40k - Active Travel funding for training in schools and wider communities</p> <p>Additional investment for cycle and walking schemes as part of DfT active travel funding</p> <p>Healthy Active Travel funding and programme in the Capital Programme refresh.</p>
2. Promoting more sustainable forms of transport.	<p>Seek to find additional resources to implement EV charging at greater pace. <i>(Environment)</i></p> <p>Establish a promotional campaign to encourage people back onto public transport. <i>(Environment)</i></p>	Jon Winstanley Jon Winstanley	Complete Complete	<p>Additional capital funding included for the 2022-23 budget</p> <p>Community Speed watch Portal implemented</p> <p>EV charge infrastructure installed in all WBC public car parks.</p> <p>Free bus promotion prior to Christmas and over Easter 2022.</p>
3. Investing more in our parks, open spaces and	Implement further initiatives to increase physical activity.	Jon Winstanley (Paul Hendry)	Ongoing	Programme of capital works planned for the coming financial year, for example enhanced right of way programme, additional 'pump tracks'

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public rights of way.	Assess what investment may be needed to protect current parks and open spaces in the face of increased demand. <i>(Environment)</i>	Paul Hendry	Ongoing	for two parks to encourage cycling across the district.
Priority 5 - Enhancing our communications and our community engagement				
Theme	Actions	Officer Responsible	Due	Update on Progress
1. Developing and strengthening even further our relationships with local partners and those at a sub-regional level reflecting on the good collaborative work that has been achieved through the Pandemic.	<p>Establish system level approaches to Recovery e.g. through Integrated Care Partnership, Community Safety Partnership etc.</p> <p><i>(Communities and Wellbeing, Strategy and Governance – others?)</i></p> <p>Through the Health and Wellbeing Board look to establish a more system based approach to communications and community engagement.</p> <p><i>(Communities and Wellbeing, Strategy and Governance)</i></p>	Matt Pearce Gabrielle Mancini	Ongoing Complete Ongoing	<p>£30k Consultancy and training support to develop, roll out and embed co-production framework</p> <p>New resource has been added to the Performance team to develop our relationship with and encourage participation from seldom heard communities.</p> <p>Co-design work was undertaken to develop the scope of an 'Empowering Communities Partnership'. The Partnership will bring together the Council with experts who can leverage skills, knowledge. Funding. Resources and volunteer networks to support and empower grass-roots initiatives. The partnership met from Mid – Feb 2022</p>

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<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
2. Working to help build a more sustainable voluntary, community and social enterprise sector.	<p>Conduct engagement to establish and address the needs of the Voluntary and Community Sector Support in West Berkshire.</p> <p>Commission a Diverse Ethnic Communities Advocacy Service to support our ethnically diverse communities in West Berkshire.</p> <p>Create a Community Alliance to bring together community leaders as equal partners to support community capacity building.</p> <p><i>(Communities and Wellbeing)</i></p>	Matt Pearce/ Pam Voss	Ongoing	<p>Two phases of engagement with our Voluntary and Community Sector (VCS) completed to understand support needs amongst the sector (second of which was co-designed with sector colleagues). In October 2021, the Executive agreed to award a grant to the Volunteer Centre West Berkshire for the support they offer on the brokerage of volunteering opportunities. The Executive also agreed to invest £59k per year for up to five years for services that support VCS colleagues in the running of their organisations.</p>
3. Sustaining the dynamic relationships with community groups and local councils that have emerged during the Pandemic.	<p>Develop a Community Engagement Framework to strengthen relationships with our local communities – seeking engagement and opportunities to co-produce local solutions.</p> <p><i>(Communities and Wellbeing)</i></p>	Matt Pearce / Sam Shepherd	Ongoing	<p>£30k Consultancy and training support to develop, roll out and embed co-production framework. Initial scoping was undertaken on a co-production framework. A partner with expertise has now been appointed to give support, advice and guidance on the development of a co-production framework and a Steering Group with residents has been formed to oversee the work.</p>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on Progress</i>

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<p>4. Capturing what was achieved by the creation of the Community Support Hub and take that learning into future work – both under emergency scenarios and 'normal' service delivery across the Council.</p>	<p>A specific paper will be produced for discussion later in 2021. <i>(Communities and Wellbeing)</i></p>	<p>Matt Pearce / Susan Powell</p>	<p>Completed</p>	<p>Review was undertaken and formed part of the rationale for setting up the Community Hub to support the Homes For Ukraine programme, building on the learning of the hub through Covid.</p>
Theme	Actions	Officer Responsible	Due	Update on Progress
<p>5. Becoming better at informing our local communities about what we are doing and about issues that are relevant to them.</p>	<p>The publication of a digital residents newsletter which is already in place</p> <p>The use of the Gov.Delivery framework to enhance our delivery of information to local communities including the publication of a newsletter to local businesses.</p> <p>The production of a weeknote from the Leader and Chief Executive to local residents which is already in place.</p> <p>Social media – <i>This is currently being developed through the Customer First Programme Board.</i></p>	<p>Gabrielle Mancini</p>	<p>Complete Complete Ongoing See below</p>	<p>The week note and newsletter have been huge successes- over 50k residents receive our e-bulletins and click through rates are consistently high</p>

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	<p>The establishment of an internal Communications Steering Group to enhance the flow of information across the Council and out to the local community.</p> <p>The establishment of a weekly briefing for the local media.</p> <p><i>(Strategy and Governance)</i></p>		Complete Ongoing	
6. Enhancing our approach to how we involve residents, businesses and local communities in what we are doing.	<p>Start using social media to establish more effective means of creating a two way dialogue.</p> <p><i>(Strategy and Governance)</i></p>	Gabrielle Mancini	Ongoing	<p>Engagement levels on social media have consistently risen and exceed public sector averages</p> <p>Resident's survey undertaken in early 2022</p>
Priority 6 - Improving the customers' experience of us with an enhanced efficiency and openness with an enhanced openness in how we work and share information				
Theme	Actions	Officer Responsible	Due	Update on Progress
1. Responding to the changing needs of our customers in a post Covid-19 world.	<p>This area of work is significantly less developed and will require further attention if we are to sustain the behaviour changes that have been seen in Lockdown. Key issues to be addressed are:</p> <ul style="list-style-type: none"> • Digital Democracy is as important as the Digital Strategy – via one service, many channels. • Should we consider some form of Customer Charter – highlighting the need for two way communication, participation and our responsibilities to each other as we deliver and use local services. 	Sarah Clarke CFPG	Ongoing Ongoing	<p>£15k – Customer demand analysis consultancy</p> <p>Progress is being made on the 'One service, many channels' project. Since the launch of online waste permits just a few weeks ago, almost 10k residents have registered for an</p>

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	<ul style="list-style-type: none"> • What approach are we going to take to face to face meetings with customers – are we moving to ‘virtual by default?’ • Do we remove all walk in face to face contact and move to appointments only • What suite of performance indicators do we use to ensure that a more digitally enabled customer experience is delivering what the customer should expect and needs? • What additional resources do we require to make this more efficiency digitally enabled work a reality – and by the same measure what do we need to disinvest from? 	Andy Best Andy Best Gabrielle Mancini Gabrielle Mancini	Ongoing Ongoing Ongoing Ongoing	online account and will now be able to self-serve more easily Hosting of remote meetings- including the recent triumph of the chamber move- has made local democracy more accessible than ever before The consultancy work will commence soon and will consider how the customer journey for Revs and Bens customers- i.e. most residents in one form- can be optimised and digitised where relevant to bring about efficiencies Customer Charter internal engagement work about to start before wider public engagement
Theme	Actions	Officer Responsible	Due	Update on Progress
1. Responding to the changing needs of our customers in a post Covid-19 world.	<p>The Council will create a modern workplace by improving the connectivity of its workforce and by providing better facilities to aid remote working.</p> <p>The Council will provide training to officers and Members to ensure that they are proficient at performing digital transactions.</p> <p>The Council will produce a Customer Charter – two way communication, participation and our responsibilities to each other as we deliver and use local services.</p> <p>The Council will seek to achieve Many Channels – One Service. The Council will review options to increase channel choice for customers, whilst ensuring consistent customer service standards.</p>	ED (Resources) SD (Strategy & Governance) Service Lead (Customer Engagement & Transformation) “	July '22 Ongoing Sept. '22	In progress – works completion due July '22 with some supply chain

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1. Responding to the changing needs of our customers in a post Covid-19 world.	<p>The Council will ensure that its public meetings remain accessible to all, including access via digital means.</p> <p>The Council will explore opportunities to further enhance accessibility by the use of technology.</p> <p><i>(Strategy & Governance)</i></p>	Sarah Clarke	Complete	<p>All meetings currently shared live via You Tube</p> <p>Council Chamber refurbishment project to assist and enhance digital access to meetings as ensure access in person to meetings</p>
2. Responding to an increasing demand to work virtually and in a more digitally enabled world	<p>There are two elements to this:</p> <ol style="list-style-type: none"> 1. What we do within the wider West Berkshire community. 2. What we do as a Council. <p>On the former there is a Digital Strategy which is being developed for Berkshire through the Digital Infrastructure Group. This has only just been completed and focuses on the themes of full fibre, 5g and filling gaps in existing 4g coverage.</p>	Andy Best Gabrielle Mancini	Ongoing Ongoing	<p>Work is being done to develop an evidence base with respect to digital exclusion, which can then be used to inform approach.</p> <p>Progress on our WBC digital strategy continues with budget investment and greater utilisation of digital tools for customers e.g. website updates, online parking permits etc.</p>
Priority 7 – Seizing the positives that has emerged from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have supported our local communities during the Pandemic, including our own staff.				
Theme	Actions	Officer Responsible	Due	Update on Progress
1. Taking the opportunity to embed the positive aspects of the working practices that have had to	<p>This is being embraced within the Workforce Strategy and the Timelord 2 Programme.</p> <p><i>(Accommodation Group : Workforce Board)</i></p>	Joseph Holmes Paula Goodwin	Complete	<p>Timelord 2 project underway to build on the positive aspects of working practice but also to ensure that staff are physically in the office more for face to face meetings and building on networking together. The project will ensure that the majority of staff will be based in the same office for the first time in the Council's history.</p>

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be put in place during the Covid-19 Pandemic.				
2. Using Outcome Based Budgeting to help redirect resources to help support recovery and renewal priorities.	This will be built into budget build process this year. <i>(Finance and Property)</i>	Andy Walker	Complete	Included in the budget for 2022-23 where investment for C-19 recovery e.g. active travel, car parking losses etc.
3. Remembering those we have lost and those whose lives had been adversely impact on by the Pandemic.	'Blooming into Spring' remembering those who has died by planting circa 250 white flowering cherry trees across the District in a number of groves to mark the start of the first Lockdown in the Spring of 2020. <i>(Environment)</i>	Jon Winstanley	Complete	£50k – Blossom into Spring Scheme complete.
3. Remembering those we have lost and those whose lives had been adversely impact on by	Remembering those who have lost their life to Covid-19 or been adversely affected by it holding an annual event which could also be potentially linked to the Celebrating suggestion below. Celebrating a better future through embedding the achievements relating to our renewal priorities in our communications. <i>(Strategy and Governance)</i>	Shiraz Sheikh	In progress	

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the Pandemic.				
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