
West Berkshire Recovery Strategy

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1. Foreword

- 1.1 We have been overwhelmed by the fantastic support our residents have shown one another throughout our communities across West Berkshire during the Covid-19 outbreak. At a time when many residents have experience the health, social and economic impacts from the outbreak, seeing the community pull together to support each other through whatever means they can has been incredible to see.
- 1.2 This recovery strategy aims to be built on the work that we have seen during the initial response to Covid. We want to ensure there is a legacy for many of the community groups that have emerged through greater involvement in the recovery phase, as well as seeking to provide new Council activity from the newly formed Community Hub.
- 1.3 Our immediate focus in this strategy is on the health, educational and economic recovery; three areas that are fundamental to making West Berkshire such a great place to live; and the three areas that have felt the most immediate impact from the outbreak. We have already made a start to recover some of these areas, for example with immediate help to local businesses and supporting schools in opening further. Our focus also needs to be on environmental renewal and taking advantage of opportunities from Covid, for example to support better air quality for our residents and the promotion of more active travel to help support physical and mental health. We also want to improve our engagement, to strengthen communities to become more involved in supporting one another to become more resilient.
- 1.4 We know that we cannot undertake the recovery work alone. There are many partners we want to work with to support this work. We also recognise that some of the impact and policies will come from Central Government. This strategy therefore focusses on our local recovery in West Berkshire and what all of us in the district can do to contribute to keep making West Berkshire a great place to live.

2. Executive Summary

- 2.1 This report sets out the recovery strategy for West Berkshire. This is being brought to the Executive as an early piece of work that sets out:
 - The principles behind recovery work
 - A summary of the response to date
 - The key themes that the Council will focus on as part of the recovery period
 - A summary of key actions undertaken already
- 2.2 Much has changed for our communities due to Covid-19. This strategy highlights some of the changes, the impact and the opportunities. .
- 2.3 The recovery phase itself is expected to last at least eighteen months, and may well overlap with the response phase at points depending on how the Covid-19 virus continues to impact on day to day life. There will be a number of emerging actions that occur, and these will be framed around the themes highlighted in this strategy. Not all of the actions are known as we want to ensure that we work as closely as possible with our communities, partners and businesses to help develop actions. As

the wider economy and social changes emerge through the coming months, this action plan will need to continue to develop and morph; a fully costed and detailed action plan now would become immediately out of date as the local picture becomes clearer. What we do know now, and informed through evidence including the residents' survey, is that there have been some significant changes and our focus is on:

- (1) The health of our population
- (2) The educational success of the district
- (3) The economic success of West Berkshire
- (4) A strong and supported community sector
- (5) An environmentally focussed renewal
- (6) An enhanced openness of how we work and sharing of information
- (7) The enhanced quality of life of our communities

3. Introduction

Purpose

- 3.1 This document sets out the strategy for the recovery and enhancement of West Berkshire. The strategy has two main focusses:
 - (1) To recover the 'place' to where it was before Covid-19 – in respect of a healthy, prosperous and economically active area.
 - (2) To ensure a number of enhancements and changes to accelerate our work with our communities and our environment.
- 3.2 West Berkshire has many strengths, the resilience of our population being one of them, we want to work with our communities and our partners to deliver this strategy. Much of the actual delivery and the solutions are not known in detail at the moment; some of the solutions will, and must, come from working with others and not be a Council-centric view. It is essential that our recovery planning is informed by what our communities are telling us so that we understand what matters to them, what works for them and then act on this. We have started by engaging with our residents through a survey (summary results of which are included in appendix C), but we know we need to keep doing more and fundamental to the success of this strategy will be working with partners and our communities. Only through this work will we better placed to keep making this a great place to live.
- 3.3 It should be noted that this strategy does not focus on the Council's own internal services' recovery to normal which has been considered through the GOLD/SILVER command scheme in Spring 2020.

Vision

- 3.4 Our vision is to recover three of the core elements that make West Berkshire a great place to live; health, education and the economy, and to ensure a renewed and enhanced focus on our community, environment and engagement. All with the aim to improve the quality of life for those who live in West Berkshire.

Partnership

- 3.5 This strategy does not have a completed action plan. We want to work with residents and partners to help develop some of the emerging actions. The information from the residents' survey in late May/early June 2020 and subsequent targeted engagement will be crucial in providing views of residents to develop future actions. The community impact assessment will also guide the actions we take. There have been some actions that have been implemented already, a completed list can be found further in the report, and the strategy highlights these, where immediate timescales have been put in place, particularly via Central Government, but the focus of the long term nature of the recovery strategy is that we want to work with others to involve people beyond the Council to develop new solutions and actions.
- 3.6 Finally, the Council has an existing Council Strategy; the recovery work does not seek to replace this, but to enhance this strategy through ensuring its delivery and where possible accelerating and enhancing some of the themes and actions within this strategy.

4. Summary

Summary of Response

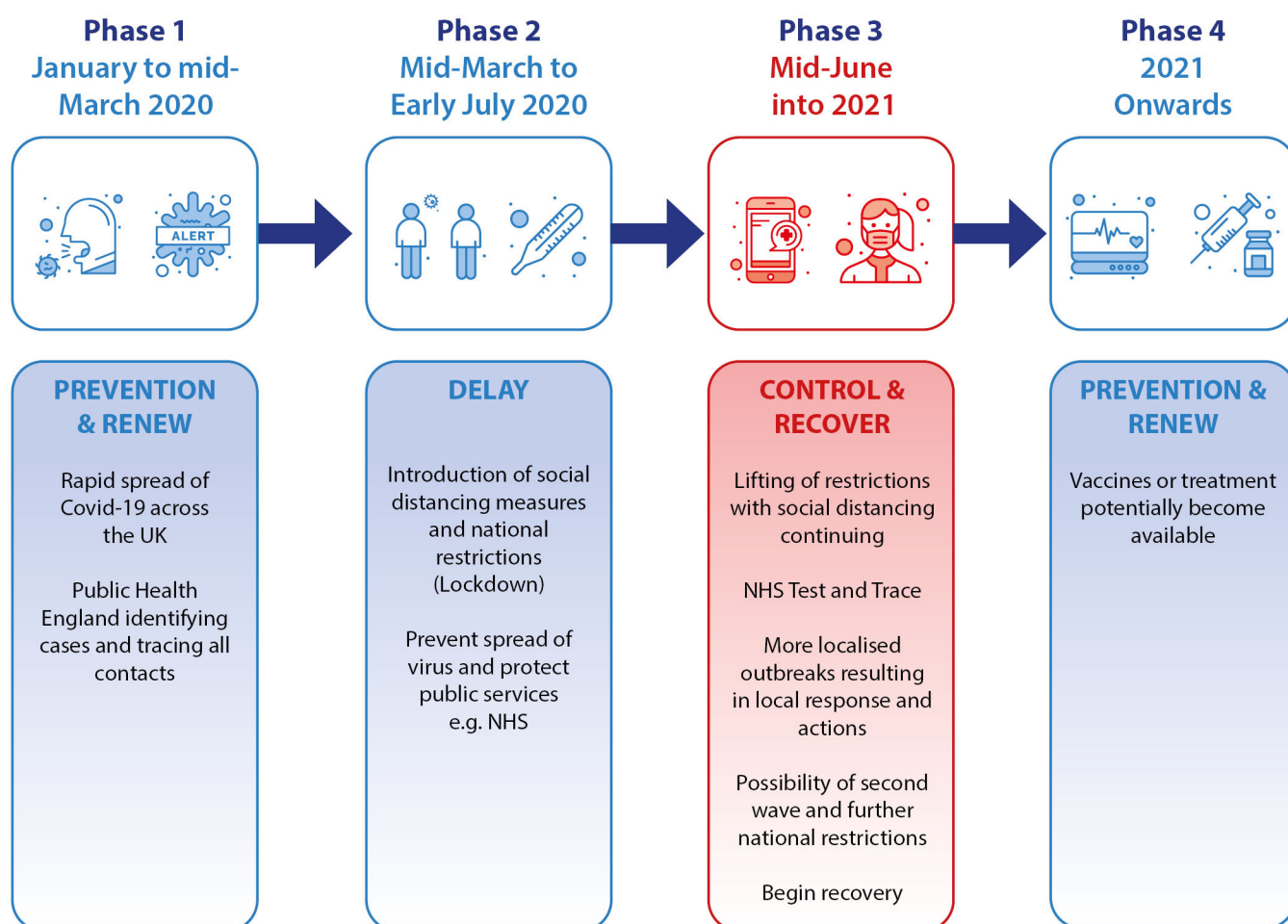
First Wave: Weeks 1 to 19 (30th January – 6th June 2020)

- 4.1 The ultimate objective of pandemic planning and response is to decrease mortality and to limit the health, economic, and wider wellbeing impacts on populations. This has been the focus of the work of the council's Silver and Gold crisis management cells. An overview of the response phase is included in appendix A.
- 4.2 At the national level, the government have co-ordinated the response to the Covid-19 pandemic, supported by multi-disciplinary scientific advisors. Locally, our Public Health & Wellbeing Team with support from the Director of Public Health for Berkshire and Public Health England have been at the forefront of the council's efforts to plan for, and respond to, the Covid-19 emergency across the District.

A Timeline

- 4.3 The pandemic and the responses required have been fast moving and complex, involving many services across the council and impacting all West Berkshire residents. The infographic summarises some key events in the course of the first wave, together with key milestones in local and national responses.

Figure 1.1 – Covid-19 timeline



The Local Public Health Response

4.4 During the past few months, a range of public health responses have been rapidly set up and implemented across the Council.

Communication with Residents

4.5 Given the novel and rapidly developing nature of the Covid-19 pandemic, it has been necessary to communicate with the community in order that they quickly understand why measures are being put in place and what individual protective measures can be taken, as well as gaining support for the response itself.

4.6 The Covid-19 Communications Cell has led these efforts. A range of communication channels have been used: digital adverts, newspaper articles social media accounts, web pages, digital chat-box, e-newsletters and leaflets. A notable example was the leaflet sent to shielded residents, in mid-April.

4.7 The Community Support Hub has played a key role in the local pandemic response, mobilising volunteers to enable extremely vulnerable people to be shielded.

Surveillance – Detection (Test) and Isolation of Cases

- 4.8 The Council has worked with Thames Valley Health Protection Team, Public Health England and Berkshire West CCG to respond to Covid-19 outbreaks in West Berkshire care homes and other complex settings. Support to care homes has included additional infection control training and PPE. Care Home managers will soon benefit from some new targeted digital Covid-19 resources and a new Covid-19 Support Plan. Testing has expanded from facilities for front line staff provided by the local NHS, operating from West Berkshire Community Hospital to a mobile testing unit available in Thatcham for several days during April and May. Public Health are advocating for a regional testing station to be established in West Berkshire or Reading in the coming weeks. This will enable easier access to testing for residents.

Local Outbreak Management

- 4.9 There have been Covid-19 outbreaks in nineteen Care Homes across the District. Responding to these outbreaks has been a key part of the council's pandemic response. The public health team have worked with the NHS and Public Health England to ensure additional infection control training and PPE for care home staff.
- 4.10 Most recently a new Contact Tracing Response Cell for the district has been established in anticipation of managing other local outbreaks and a plan produced by the of June 2020.

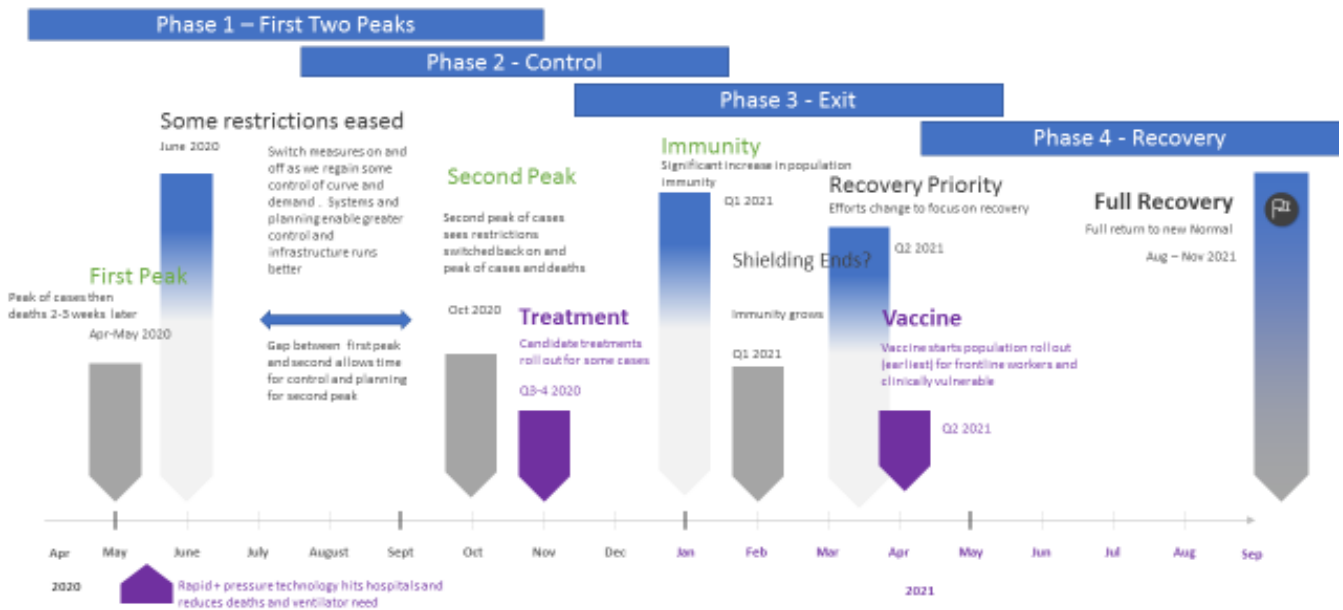
Transition from Response to Recovery in a Pandemic

- 4.11 The diagram below demonstrates the challenges to be faced over the coming months for any recovery when we may be faced with additional peaks of infection and variations in timescale for testing, building immunity in the community and the potential for a vaccine which could allow for recovery to hasten. With no vaccine however there may be periods of response for the whole of the UK or specific geographic areas for years to come. This does not negate the need for recovery to start but means the process needs to be flexible and consideration as to when the recovery process is built into normal business rather than run the risk of creating a whole new industry.

Figure 1.2: Potential pandemic milestones

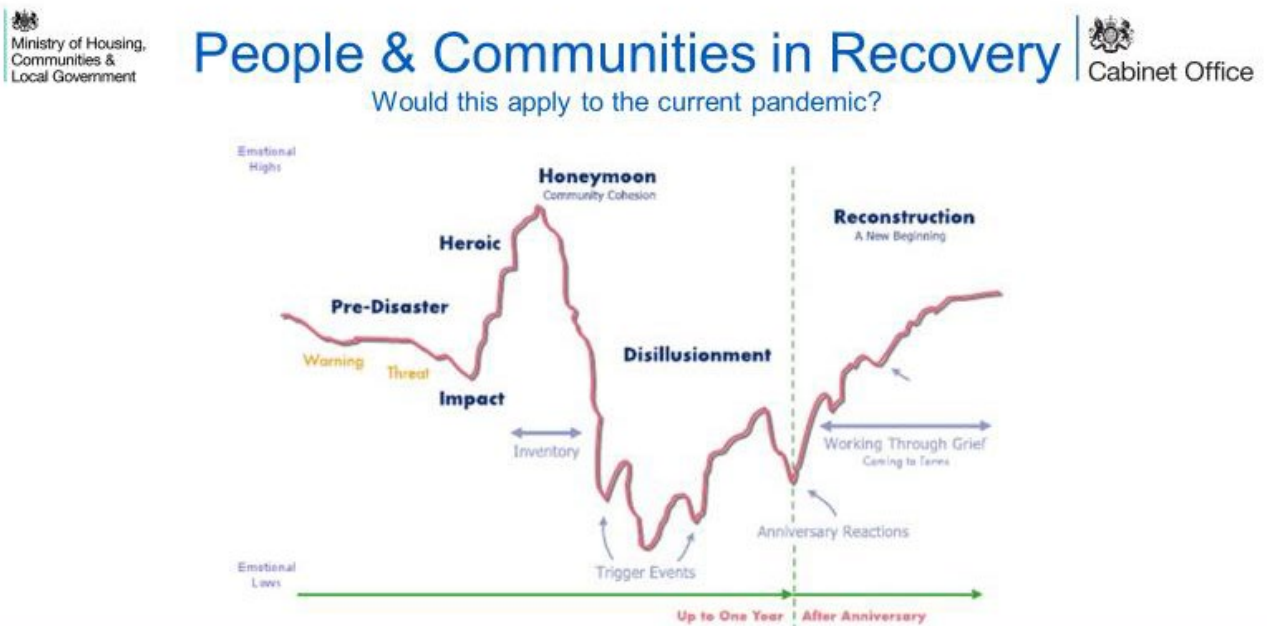
Pandemic Milestones?

Adapted from Hertfordshire Public Health Service



4.12 In addition to managing the changes we are likely to face due to the nature of the virus, understanding our people and communities is essential in order to support them effectively towards their own recovery. The diagram below considers this in a timeline for non-pandemic recovery situations. To understand more and therefore support our communities effectively we need to ask them and understand the changing needs of affected individuals and communities over time.

Figure 1.3: Impact on people & communities in recovery



Our Principles for Recovery

- 4.13 Our overarching principles are reflected below as to how we will approach the recovery stage and through the Council's recovery group (appendix B for the Terms of Reference).
- Support the safety of our communities
 - Mitigate any negative impact on the health of our communities and of inequalities
 - Prepare for the future
 - Work to connect communities and individuals
 - Use an inclusive and multi-disciplinary approach
 - Exploit opportunities arising from the pandemic
 - Be agile and innovative
 - Learn from others
- 4.14 We know that we need to be more risk aware and the Government's own recovery plan articulates:

“A ‘zero risk’ approach will not work in these unprecedented times. The Government will have to invest in experimental technologies, some of which are likely not to work as intended, or even prove worthless. But waiting for complete certainty is not an option.”

5. Priorities

- 5.1 The overall priorities of the strategy can be distilled into the following key areas with some commentary highlighting its importance.
- 5.2 The impact of Covid-19 will be unequal between different groups in society with those in most need prior to the pandemic probably harder hit. We will often need to take targeted and differentiated actions to prevent inequalities becoming greater across all areas of work for recovery.

Health and Social impact

- 5.3 We know that our community has been severely impacted through Covid-19. Direct harm as a result of Covid-19 infections will require assistance for those who are recovering from these traumatic events and bereavement support for those who have lost someone they love. The Government response to minimize this through social distancing, isolation and the closure of various organisations and sectors, has caused significant disruption to peoples' lives. It has also impacted on peoples' access to health & well-being services in the NHS, local government and other supporting agencies including charities. Due to the restriction in resources indirect harm will have occurred to those with urgent non-Covid-19 conditions and hidden safeguarding concerns. The interruption to, and postponement of, these services will have caused further impacts on peoples' health. In the longer-term the health, mental health and wellbeing impacts of the pandemic and resultant economic injury and deprivation will be felt, and disproportionately so by specific groups. Some of these impacts are captured in Appendix A. The Council needs to support our community in recovering from the impact of this, with particular attention to the most vulnerable building on the work of the Community Support Hub and of Public Health and working with wider Health and Wellbeing Board partners.

- 5.4 Assistance will be needed for those who have lost their livelihood and homes and continuing the good support already seen for those who are homeless during the response phase.

Direct Economic Impact

- 5.5 The direct economic impact has been significant. Nationally, there has been a drop in GDP of 20.4% in April 2020¹. As part of immediate recovery, the impact on business needs to be understood through working with partners on engagement and available data, and additional considerations for the Council, for example through business support measures such as the discretionary grant scheme, lobbying on behalf of business and funding set aside for understanding the future of town centres. There has also been an increase in residents claiming unemployment benefits of over 1% and from the resident's survey 32% of respondents have seen a decrease in household income during Covid-19, and there is an impact as well as a role for Council in addressing immediate hardship with partners and which groups have seen the greatest impact of this. There will be new opportunities as different markets emerge and the local economy is able to take advantage of these; 64% of respondents to the survey were more likely to support local businesses, the Council can consider how it may wish to support this activity.
- 5.6 The longer term economic impact is much more difficult to identify, though recent polling by Ipsos MORI highlights that when asked the question "One year from now, how much, if at all, do you think Britain's economy will have changed as a result of the Coronavirus pandemic, compared with before the Coronavirus?" – 88% of people responded 'a great deal' or a 'fair amount'. The Council will work with local and regional partners, for example Thames Valley Local Economic Partnership (LEP) and Newbury West Berkshire Economic Development Company, to understand the longer term impact and see where the Council can support businesses to recover the strong economic position locally before Covid-19. This work will also consider the future of town centres and support for these.

Direct Educational Impact

- 5.7 A large number of the district's children have not been in attendance in educational settings. Access to face to face training, the impact on apprenticeships and adult learning have all been severely impacted due to Covid-19. We have a strong educational base in West Berkshire and want to see this returned to as quickly as possible. The risk as part of recovery to the future educational achievement of students across all settings is an increased inequality of learning opportunities and an increase inequality in the qualifications that individuals achieve. This can have a significant impact on the future life chances and health of our residents. In the response and early recovery phases the Council needs to balance the need for social distancing measures with economic impact of parents not returning to work and children and young people not attending education. Children and young people often face the brunt of the economic impact with those leaving education, particularly those with low qualifications being most at risk of unemployment. We need to support our young people in equipping them with the skills for jobs of the future.

Environmental Impact

¹ ONS – services fall 19%, manufacturing 24.3% fall, construction fall 40.1%

- 5.8 The Council has an Environment Strategy shortly due for approval following consultation. The impact of Covid-19 on the environment has been significant. We know that transport journeys have dropped and nationally that there has been an improvement to air quality locally at the Newbury AQMA the Nitrogen Oxide levels decreased in March, and showed a year on year fall in February and January too². Initial survey results suggest a third of our residents are exercising more and almost half are planning to walk and cycle more which will support more forms of active travel that benefit the Environment. However, a quarter of residents are exercising less and further analysis to better understand this and interventions to overcome these barriers to be considered. These improvements in air quality provide an opportunity for supporting greater biodiversity and health. However, as social distancing measures ease there is a risk of increased car usage and associated decline in air quality.

Community Resilience

- 5.9 This has been particular evidence in the response period; the fantastic work of our community to provide support and assistance to one another. We want to build on this, not through mandated approaches on a top down basis, but to work with the community on exploring what works and doesn't work for communities to remain resilient and build on the significant volunteering effort of the past months. We have started this work through the Community Hub and considering its future.

Communication and Stakeholder Engagement

- 5.10 It is vital to the success of the recovery phase and the success factor below, that the Council engages more with residents, particularly those who are most vulnerable to the impacts of Covid-19. We know we need to keep improving; the advent of the newsletter, grater social media presence, and new digital solutions to support and build greater trust, but we want to reach out more to work with our community to understand the impacts of the pandemic on our residents and listen to what they need and to act on this. We will need to develop more innovative ways to engage with our community to ensure the voice of those most affected are heard, particularly BAME population, elderly, children and young people, families in financial hardship and other vulnerable groups.

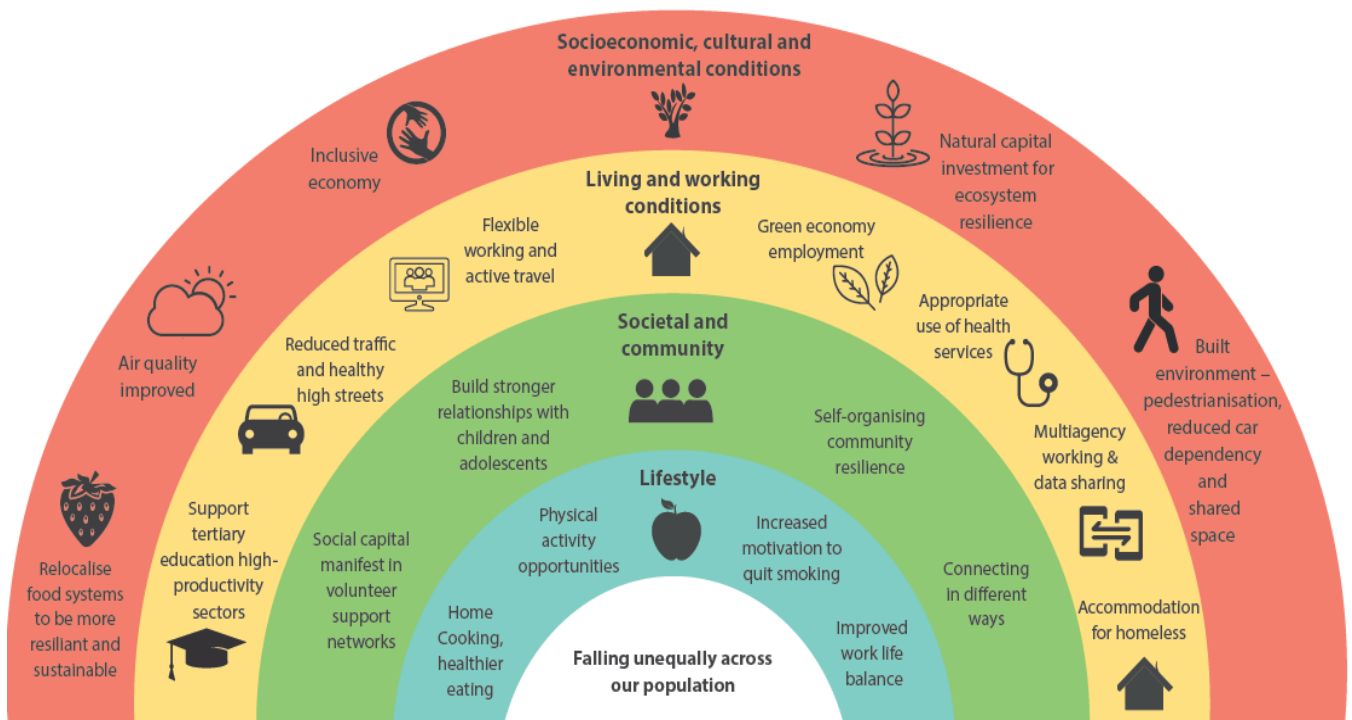
Seizing the positive

- 5.11 Finally, we want to build on, during what has been a very traumatic and difficult time for many, the positives that have emerged. The stories, the support, new ways of working and the new relationships and bonds that have been forged during this period. This pandemic has put a spotlight on the inequalities within our community, in the recovery to move forward together we have the opportunity to build better economic, environmental, living and working conditions to improve residents health and prosperity (see figure x).
- 5.12 There will be a Recovery Group that will oversee the longer term phasing of recovery activity. There is a clear relationship with the response phase and the unknown nature of Covid-19, future implications of this will mean that response and recovery run in parallel for a substantial period of time.

² <https://www.independent.co.uk/news/coronavirus-pollution-environment-lockdown-carbon-emissions-charts-a9510636.html>

Figure 1.4 opportunities from Covid-19

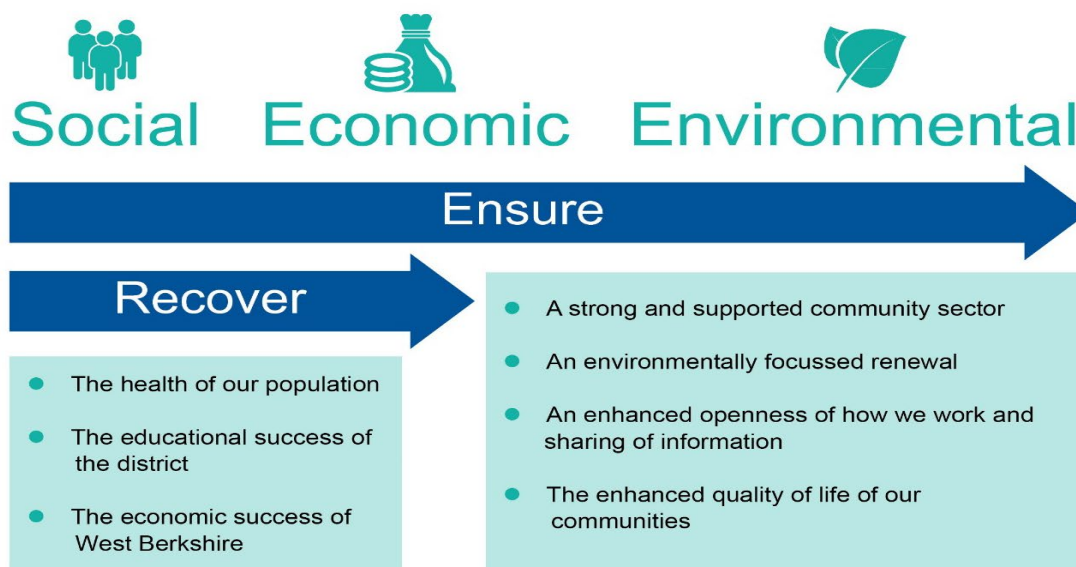
Further detail on the specific impacts are highlighted in Appendix A



Critical Success Factors

5.13 The Critical Success Factors (CSF) are the key areas that will focus on to deliver the purpose of the Recovery Strategy. There is a strong link between these CSFs and the purpose above; all relate to the Social, Economic and Environmental recovery of West Berkshire. It is these areas that we will keep coming back to, in order to assess if we are delivering a recovery strategy that is fit for purpose and that is having a real, and positive, impact on our residents and businesses. These should support the reduction of health inequalities through the recovery period and afterwards.

Figure 1.5: Summary of recovery themes

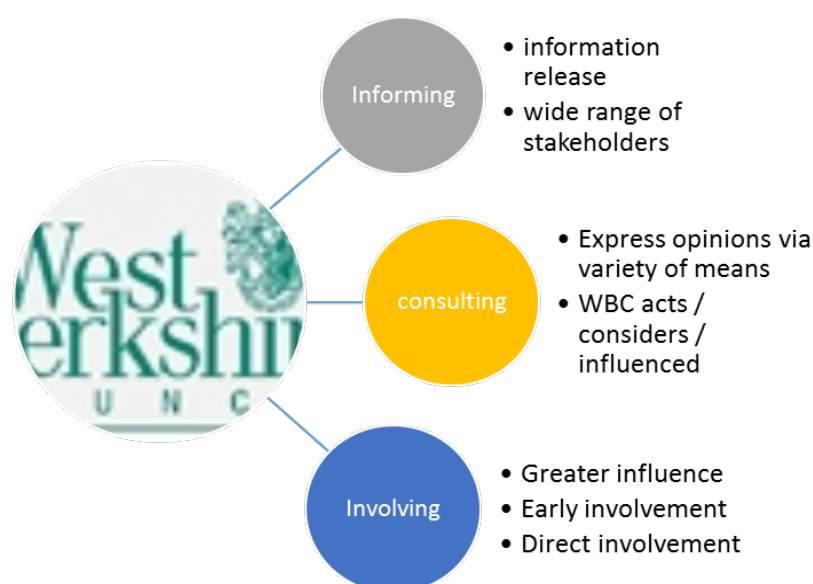


These are supported by a short dashboard of indicators (existing wherever possible) to help view where the impact changes on a monthly basis.

Engagement

- 5.14 A vital part of the recovery strategy, and something that has been highlighted in the response phase of the Covid-19 is that we need to continue to reach out to the community through informing, consulting and crucially involving our residents and business.

Fig. 1.7: Engagement and recovery



- 5.15 The first element of this is the Residents' Survey which took place between the 22nd May and the 8th June 2020. We will be seeking to repeat a number of the questions included in this to help inform and understand how the Recovery Strategy changes. There will also be further analysis undertaken on the results, linkages across answers and the free-text responses.

5.16 The summary results are highlighted below and this document has been written to reflect this – further detail are included in appendix C to this document: This survey will be amended and run again in the early Autumn 2020 and will be supported by actions from recovery group to reach out to underrepresented groups, i.e. those we know have been disproportionately affected but not yet heard.

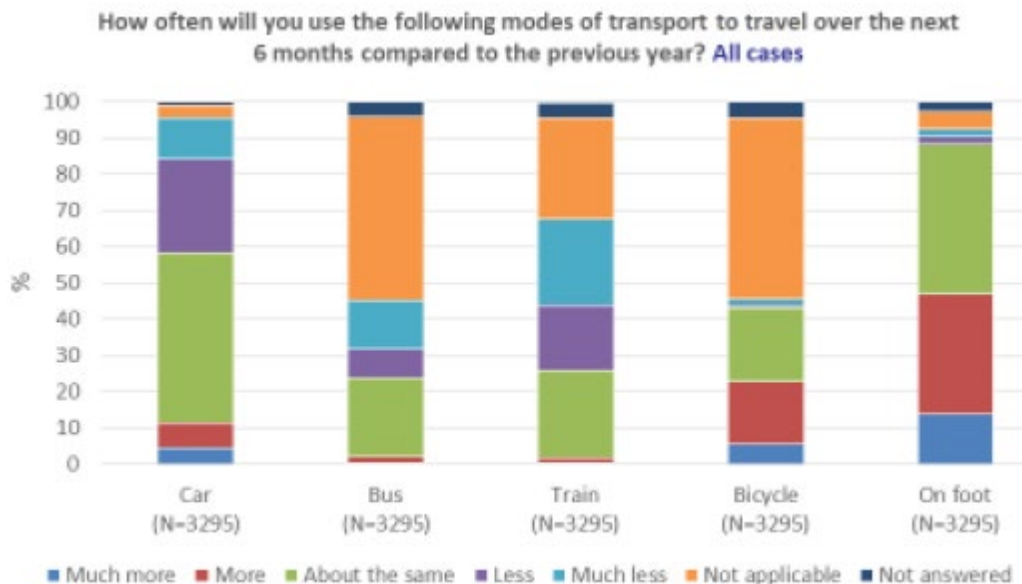
5.17 The survey was split broadly into economic, social/health, and environmental areas with questions about the Council’s response:

- Economic
 - A significant majority of people feel covid-19 has made them more likely to support local businesses in the future
 - Nearly a 1/3 of respondents reported a lower household income
 - Over 1/3 people have used local businesses but 26% have used them less during the period
 - 31% of respondents will use the high street less in the future with 10% more

- Socio-health
 - Where applicable, majority of people will work from home more
 - A ¼ of respondents have volunteered
 - A 1/3 of respondents are exercising more but a ¼ exercising less
 - Over 1/3 people feel more or much more connected to their local community but nearly 20% felt less or much less connected

- Environmental
 - People expect to make large changes to how they travel

Fig. 1.8: Transport and survey response



- Nearly 60% did not think Covid-19 would impact on making the district carbon neutral, but those who did see an impact, roughly ¾ thought it would be less difficult and ¼ more difficult

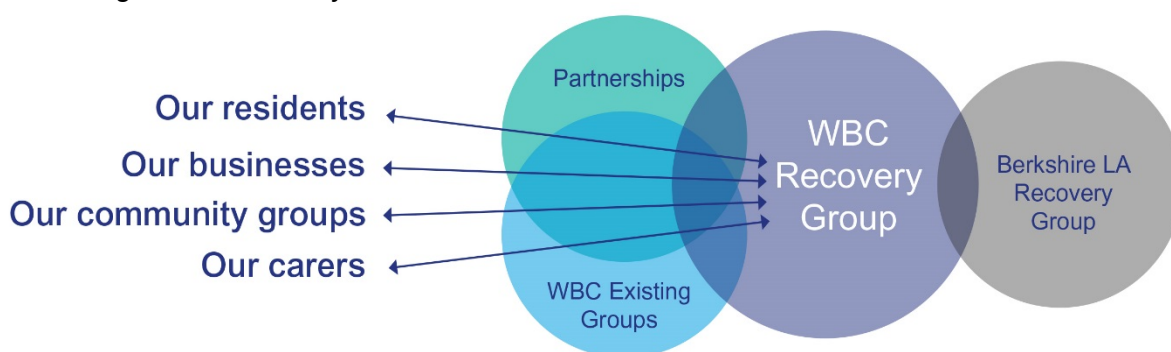
- Council
 - Majority know about the Community Hub
 - A strong preference for communication via e-mail
 - A majority felt the Council’s response to Covid-19 has been good or excellent

The Strategic Framework

5.18 The Recovery Strategy is co-ordinated through a recovery group. The group is chaired by the Executive Director (Resources) and includes the Chief Executive, Leader and representatives from across Council services. The recovery group does not operate in isolation however and the diagram below sets out some of the different internal and external groups that are involved.

5.19 The diagram below shows how this links – the Berkshire LA recovery group then feeds into the Strategic Recovery Co-ordinating Group (SRCG) as part of the Local Resilience Forum (LRF) infrastructure.

Fig. 1.10: Recovery and Berkshire / LRF



5.20 The list below of partner and internal existing groups is not an exhaustive one. Importantly, new partnerships will likely be formed as part of the recovery work, and task & finish groups may also need to be created; though all attempts will be made to use existing WBC groups. There will also be new, as well as existing, partnerships to be made. Some of these will be with the private sector, others through other public or voluntary sector organisations. All of them will be with the purpose of delivering a strong recovery for West Berkshire.

Governance of the Critical Success Factors

Theme (CSF)	Internal Group(s) & Members & Officer Lead (in italics)	External Partners
(1) The health of our population	Health & Wellbeing Board steering group <i>Executive Portfolio: Deputy Leader of Council and Adult Social Care</i> <i>Head of Public Health & Well-being</i>	Clinical Commissioning Group Health Watch Royal Berkshire Hospital Berkshire Healthcare Foundation Trust Public Health Thames Valley Police Sovereign Royal Berkshire Fire Service Volunteer Centre West Berkshire

Theme (CSF)	Internal Group(s) & Members & Officer Lead (in italics)	External Partners
(2) The educational success of the district	tbc <i>Executive Portfolio: Children, Young People and Education</i> <i>Head of Education</i>	Schools Forum Newbury College West Berkshire Training Consortium Student voice? Parent voice?
(3) The economic success of West Berkshire	Economic Development Board <i>Executive Portfolio Holder: Finance and Economic Development</i> <i>Economic Development Manager</i>	Thames Valley LEP Newbury BID Newbury West Berkshire EDC Chamber of Commerce
(4) A strong and supported community sector	Health & Wellbeing Board steering group <i>Executive Portfolio: Leader and District Strategy and Communications</i> <i>Head of Public Health & Well-being</i>	Ward Members Town & Parish Councils Greenham Common Trust The Voluntary Sector Community Groups Building Communities Together Team
(5) An environmentally focussed renewal	Environment Board TAG EAG <i>Executive Portfolio: Environment</i> <i>Service Director (Transport & Countryside)</i>	BBOWT WSP Veolia Community groups
(6) An enhanced openness of how we work and sharing of information	Customer First Programme Board Finance & Governance Group <i>Executive Member: Internal Governance</i>	Community Groups IT suppliers Granicus We Build Bots

Theme (CSF)	Internal Group(s) & Members & Officer Lead (in italics)	External Partners
	<i>Service Director (Strategy & Governance)</i>	
(7) The enhanced quality of life of our communities	Executive <i>Executive Portfolio: Leader and District Strategy and Communications</i> <i>Chief Executive</i>	Strategic partners Town and Parish Councils Community groups

Financial Resources

- 5.21 The Council, like much of Local Government, continues to operate under a tight financial regime. A funding review and national comprehensive spending review is all due during the recovery phase. The Council will need to respond to this and continue with savings programmes to deliver core services well.
- 5.22 There is an opportunity as part of recovery to utilise existing funding and working in partnership to delivery new solutions. Much of the change already enacted has been completed with very low levels of funding. Of course, the response has had significant financial consequences, which the Government have supported to date, with two round of non-ring-fenced funding allocations, but the new services and changes to operating made already by the Council in response to Covid-19 have been achieved through clear leadership, a will from staff to work differently, and a relatively small amount of financial resource. One of the key points for the recovery phase is how to build on this and explore working with others to deliver together.
- 5.23 Below is a summary of known funding sources that could be allocated to the recovery phase:

Funding	Amount / £k	Source	CSF theme	Rev / Capital	Comments
High Streets funding	£140	MHCLG	The economic success of West Berkshire	R	Allocation criteria as part of the grant
Council Tax recovery funding	Tbc - @ £200k	MHCLG	The prosperity of the district	R	To be considered by recovery group
Cycling & Walking infrastructure	£124 plus any second tranche	DfT	An environmentally focussed renewal	C	To be considered by Transport Advisory Group
Town Centre	£125	Council	The enhanced	R	To be

study			quality of life of our communities		considered by Economic Development Board
Community Hub	£120 to Dec. 2020	Council	The enhanced quality of life of our communities	R	Review being undertaken by Chief Executive

6. Actions

- 6.1 We wish to co-ordinate and work with partners and our community as much as possible on developing actions to deliver this strategy. Some of these are unknown as the evidence base changes in light of the local implications of Covid-19. The changing nature of the Community Hub will be a key activity for us to engagement with our community and further develop community resilience.
- 6.2 There have been a number of actions that the Council has undertaken in the immediate period between the response and recovery phase and specifically these are captured in Appendix E. This table also highlights some potential actions that are being considered and will be further populated in the coming weeks and months.

7. Implementation

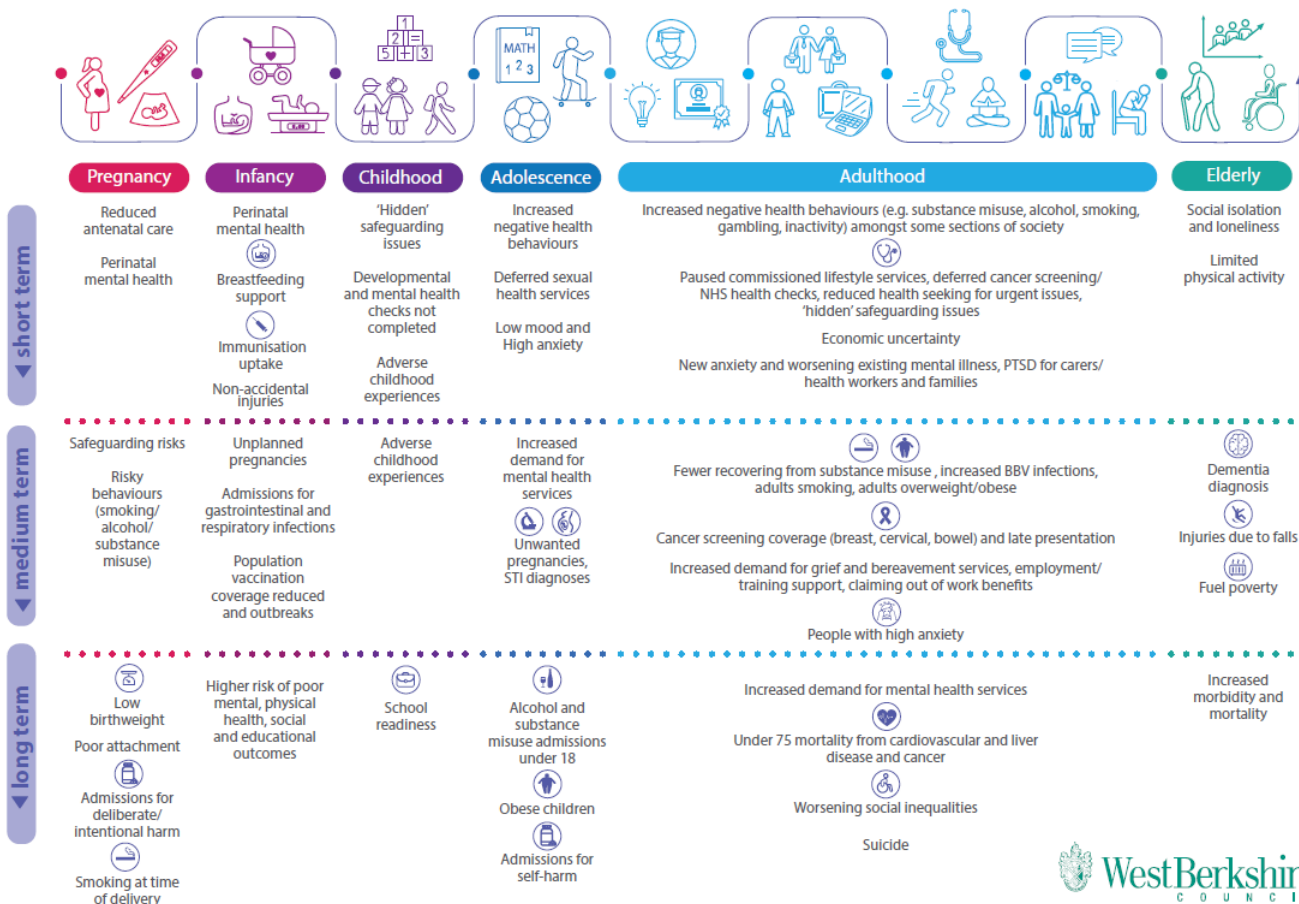
- 7.1 This Strategy sets out the over-arching purpose and themes that we are exploring and importantly from what we can influence and shape with others in West Berkshire. There is no definitive road-map to get us as a place of West Berkshire to a successful recovery; there are too many unknowns and opportunities that could be missed by putting in place a restrictive delivery plan. This Strategy does provide the areas that we will focus on, and emergent ideas and plans are being developed. Opportunities need to be taken; for example, new digital solutions for the website, virtual meetings and booking slots at the housing waste and recycling centres have been deployed and the Council has operated well and provided business as usual whilst having very few members of staff in offices. The Community Hub has been successful in reaching out to our most vulnerable. We need to build on these successes and will use them to shape new and changed services in the coming months that ensure we have a successful recovery to continue to make this a great place to live, work and learn.
- 7.2 Our next steps are to commit to:
- Continue the recovery group over the coming months
 - Engage with individual stakeholder / partner groups and collate feedback / seek effective engagement
 - Gather further national and local information as this becomes available and pro-actively seek information where it is not available
 - Produce an updated action plan with proposals over the short (within 6 months), medium (6-18 months) and long term (18 months+) action plan

Appendices

Appendix A – impact of Covid-19 and Overview of Response Phase

Impacts of Covid-19 pandemic across the lifecourse

○ Symbol indicates PHOF indicator



Overview of the Response Phase

The response to the emergency has been at a National, South East, Thames-Valley and West Berkshire level involving every agency who normally are involved in emergency response with coordination structures put in place to support that response. West Berkshire Council officers have been involved in the Thames Valley Local Resilience Forum multi-agency co-ordination at Strategic, Tactical and sub groups as they formed since 31 January 2020 working to the following strategic objectives (they are not in a hierarchical order):

- Minimise the risk of Covid-19 on the public by supporting our national and local Public Health response to contain the spread of the virus.
- Provide robust guidance and information for the public, health professionals and Local Resilience Forum partners.
- Minimise the potential impact of a pandemic on society and the economy.
- Help maintain the resilience of the NHS and critical services of multi-agency partners through the implementation of business continuity
- Protect health and safety of our staff by providing appropriate guidance, equipment and support.
- Evaluate and identify multi-agency and organisational learning

- Instil and maintain trust and confidence
- The bereaved should be treated with care and compassion and their wishes for the deceased be respected wherever possible

Within West Berkshire Council a co-ordination structure was also put in place at both strategic and tactical level with the following strategic objectives:

- Preventing deaths
- Supporting the most vulnerable, both physically and emotionally, particularly those who are left alone with no family or friends to support them
- Supporting our businesses and those who are faced with real personal financial challenge
- Supporting our colleagues in Adult Social Care and also supporting each other.
- Working with and supporting our public sector colleagues and our local communities who will also want to help.

In support of these objectives a number of specific processes were put in place including:

- Social Care
- Schools & Safeguarding
- Community Support Hub
- Finance, Business & Regulatory
- Communications Group
- Death Management Planning Group

Appendix B – Terms of Reference

FINAL Terms of Reference

Name of Group	COVID-19 Recovery Board	
Purpose of Group	<p>Define a new Business as Usual (BaU) for the Place and the Council by consideration of the:</p> <ul style="list-style-type: none"> - Health impact - Economic impact - Educational impact - Environmental impact - Recovery phasing - Reshaped organisation that is more responsive to our stakeholders - Community resilience - Communication and stakeholder engagement - Seizing the positive 	
Governance	<ul style="list-style-type: none"> - Reports to Council Gold - Takes direction from TV LRF Strategic Recovery Co-ordinating Group (SRCG) and reports to the Berkshire Recovery Co-ordinating Group <div style="text-align: center; margin: 10px 0;"> <pre> graph TD SRCG["Strategic Recovery Coordinating Group (SRCG) Chair: Duncan Sharkey (RBWM)"] Berkshire["Berkshire Recovery Coordination"] Bucks["Bucks Recovery Coordinatin"] Milton["Milton Keynes Recoverv"] Oxon["Oxon Recovery Coordination"] SRCG --- Berkshire SRCG --- Bucks SRCG --- Milton SRCG --- Oxon </pre> </div> <ul style="list-style-type: none"> - Corporate Board and Operations Board 	
Commence-ment of group	May 2020 – September 2021	
Venue and Frequency	Group to operate virtually to share resources/information (Zoom) - weekly meeting to commence	
Chairman	Joseph Holmes – Executive Director - Resources	
Membership	Member Lead	Leader – Councillor Lynne Doherty
	Chief Executive	Nick Carter

	Department / Service Representatives	Jon Winstanley Paul Anstey Lee Goodall Jo England Karl Davis Michelle Sancho Holly Jenkins Sarah Clarke Mat Scalpello Melanie Ellis Karen Felgate
	Engagement	Gabrielle Mancini
	JEPU Support	Carolyn Richardson
	Admin Support	Linda Pye
	Further engagement will be required with representatives from services to identify key issues affecting recovery and for the recovery group to send situation reports as appropriate.	
Objectives of Group	<p>Phase 1</p> <ul style="list-style-type: none"> • Determine the strategy and strategic objectives for recovery. • Review government communications. • Liaise with neighbouring authorities to monitor cross border issues. • Agree an outline communications plan. • Outline financial impacts on Council. • Collate information on local businesses to help target support. <p>Phase 2</p> <ul style="list-style-type: none"> • Develop an understanding and plan for new arrangements for our residents and businesses to support the district as a whole • Ensure we articulate and communicate what recovery and beyond means for West Berkshire • Deliver new operating patterns are considered better and should be employed rather than returning to current custom and practice. • To understand what a partial and full relaxation of government restrictions might mean for business as usual and partial opening of services currently closed. • To move the Council to a new business as usual as quickly as possible. • To work through problems that are holding back services from moving back to their normal operating pattern and consider opportunities for different operating arrangements. 	

	<ul style="list-style-type: none"> • Manage the communications about the re-opening of services and facilities with members and the wider resident population. • Create a learning log as to learn from the event and take learning into new ways of working. 																				
Outcome/ Outputs of group	<ul style="list-style-type: none"> • Imagining and leading on the future of the place and Council to support our residents and businesses • A Plan showing current arrangements transitioning to Business as Usual. • Headline/bulletin reports • Decision reports for Corporate Board/Member approval 																				
Decision making powers	Service area /CMT on strategic matters/Members on key decisions affecting service delivery																				
Inter- dependent groups and/or meetings	<ul style="list-style-type: none"> • Corporate Board • Operations Board • GOLD / SILVER Command • Directorate Management Teams • Existing Cells: <ul style="list-style-type: none"> - Community Support Hub - Finance, Business & Regulatory - Social Care - Schools & Safeguarding - Media <table border="1" data-bbox="432 1216 1481 1951"> <thead> <tr> <th>Item</th> <th>Group</th> </tr> </thead> <tbody> <tr> <td>Direct economic impact</td> <td>Economic Development Board</td> </tr> <tr> <td>Direct Health impact</td> <td>Health and Wellbeing Board</td> </tr> <tr> <td>Educational impact</td> <td>tbc</td> </tr> <tr> <td>Environmental impact</td> <td>Environment Board</td> </tr> <tr> <td>Structural economic impact</td> <td>Economic Development Board</td> </tr> <tr> <td>Recovery phasing</td> <td>Recovery Group</td> </tr> <tr> <td>Reshaped organisation that is more responsive to our stakeholders</td> <td>Recovery Group</td> </tr> <tr> <td>Community resilience</td> <td>Recovery Group & BCT</td> </tr> <tr> <td>Communication and stakeholder engagement</td> <td>Customer First Group</td> </tr> </tbody> </table>	Item	Group	Direct economic impact	Economic Development Board	Direct Health impact	Health and Wellbeing Board	Educational impact	tbc	Environmental impact	Environment Board	Structural economic impact	Economic Development Board	Recovery phasing	Recovery Group	Reshaped organisation that is more responsive to our stakeholders	Recovery Group	Community resilience	Recovery Group & BCT	Communication and stakeholder engagement	Customer First Group
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Dependent documents	GOLD and SILVER reports Decision Log from Covid response Government guidance																				

**Administrative
Arrangements**

Democratic Services support

Appendix C – Results of the Residents’ Survey

Appendix D – Recovery Summary on One Page

Why do we need a recovery strategy?

We know that Covid-19 has had a significant impact directly and indirectly on our community, and in a way that has impacted certain groups more than others – the impact has been unequal; so we want:

- (1) To recover the ‘place’ to where it was before Covid-19 – in respect of a healthy, prosperous and economically active area
- (2) To ensure a number of enhancements and changes to accelerate our work with our communities and our environment.

How will ensure a successful recovery?

We want to involve our community and partners in the recovery work. We know that we cannot do this alone and we know that our residents are really interested in the recovery. Our first resident’s survey at the start of June received well over 3,000 responses. Some of this will involve us communicating what we are doing, sometimes consulting and sometimes involving people and partners in the recovery work.

What have we done so far?

It is early in the recovery period, which we think will last over 18 months – we are still responding to Covid-19 – but we have started a number of actions – for example pedestrianizing Newbury town centre, supporting business re-open, reshaping the community hub, paying out discretionary business grants and re-opening schools.

What will we do next?

We are looking to keep the recovery strategy local to West Berkshire – we know that we don’t have the ability to control or influence everything – but there are a number of themes that we are focussing on. We do not have all of the solutions and answers yet – we want to involve our communities and partners in this process – but we do have 7 key themes we are basing our work on

What does success look like?

Appendix E – Initial Action Plan and potential actions

Theme	Action in progress	Future potential actions to be considered	Timescales
Health of the Population	Services increased screening for domestic abuse in assessments with service users		Complete
		Digital provision made available for many health and wellbeing services e.g. smoking cessation, substance misuse, weight management	Dec 2020
		Catch up where feasible for suspension in school-based immunisation programmes	
		DHSE £5 million fund for VCS organisations to improve current provision for bereavement services and test new ideas focused on peer-support, befriending and service user led initiatives	March 2021
		Feasibility study for the Northcroft Lido expansion	Dec 2021
Educational Success of the District	Re-opening of schools from 1 st June		Complete
		Local options to support more capacity for schools	Sept. 2020
		Enhanced support for apprenticeships	March 2021
		Support for upskilling and reskilling workforce	June 2021
		local enhancement of national summer school catch-up programme	July 2020
		Opportunities of green fiscal recovery	Dec 2021

Theme	Action in progress	Future potential actions to be considered	Timescales
Economic Success of West Berkshire	Creation of a policy and distribution of £1.2m of discretionary business grant		July 2020
	Supporting hospitality businesses through relaxing licensing obligations		Complete
	Supporting parishes and town councils with social distancing / re-opening		Complete
	Delivering a webinar for businesses on the High Streets across West Berkshire		Complete
	New town centres post created		July 2020
		Greater active promotion of local businesses	Sept 2020
		Grants then loans for specific business	March 2021
		Review council's procurement strategy and greater use of Social Value	March 2021
		Local enhancement of national summer school catch-up programme	July 2020
		Directory of businesses in West Berkshire	Dec 2020
		Support for SMEs	Dec 2020
		Update Economic Development Strategy to reflect Berkshire Local Industrial Strategy	Sept 2020

Theme	Action in progress	Future potential actions to be considered	Timescales
Strong and supported Community Sector	Review of the Community Hub and its future working		July 2020
	Distributing High Street social distancing literature and support for businesses		Complete
		Complete Community Impact Assessment	July 2020
		Voluntary Sector infrastructure organisation and support	Dec 2020
		Move libraries to hub model	Dec 2021
An Environmentally Focussed Renewal	Temporary pedestrianisation of Newbury High Street		Complete
	Commence re-opening of Council buildings e.g. Household Waste & Recycling Centres, Schools etc		Complete
	Commencement of the Active Travel fund – initial tranche of funding of £124k		Complete
	Second tranche application of Active Travel Fund		Sept 2020 tbc
		Transformed walking and cycling routes	Dec 2021
		Implementation of Environmental Strategy Delivery Plan	per Strategy
		Community PV schemes	March 2021
		Community cycling support	Dec 2020
		Green recovery led through Community Bond Investment	July 2020
		Improved air quality	Dec 2020

Theme	Action in progress	Future potential actions to be considered	Timescales
An Enhanced Openness of how we Work and Sharing of Information	Conducted a residents survey		Complete
	All public meetings to be available online		
		Repeat at 3 monthly intervals	March 2021
		New Communications and Engagement Strategy to enable greater participation in decision making	Dec 2020
		Review of Council offices and enhanced community sector use	Dec 2020
		Greater engagement with residents to ensure a greater reach and involvement of our communities	Ongoing
Enhanced Quality of Life of our Communities		All Rough Sleepers will be offered accommodation and those at risk of homelessness will have the support to prevent this happening	Dec 2020
		Opportunities for better engagement specifically with: - BAME community - young people	Dec2020
		Actions developed from survey outcomes - especially on mental health	Dec 2020
		Tailored survey / focus groups with under-represented survey respondent groups	Dec 2020