SOUTH SOMERSET DISTRICT COUNCIL

RECOVERY STRATEGY

OUR PLAN TO RECOVER, LEARN AND BUILD A BETTER SOUTH SOMERSET FROM THE CORONAVIRUS PANDEMIC

FINAL REPORT
VERSION 8.0: 10 JUNE 2020

South Somerset
District Council

Contents

1. Strategic context

1.1 Purpose

To articulate the South Somerset District Council blue print approach towards **recovery** and establishing **new horizons** (see 1.2.1 for definition) in the context of Covid-19 and the future we want to build post pandemic. The document will provide the priority themes that will frame the Councils recovery.

This recovery will utilise partnership working and community engagement to steer the Council through the challenges and opportunities ahead.

1.2. South Somerset District Council's response to Covid-19

Although the death rate in South Somerset has been relatively low, the impact on the local economy and people's way of life has been significant. From an organisational perspective, South Somerset District Council has improved IT capabilities to ensure more staff can work from home. This is likely to continue over the medium term. The way many council services are delivered has also changed, with the majority of customer contact now provided over the phone and via the council website.

During this pandemic South Somerset have redeployed staff and resources to support our communities in the hour of need by:

- Establishing a community distribution and support hub for the most vulnerable in our District.
- Delivered over 800 emergency parcels (June 2020) to shielded and vulnerable residents
- Accommodation continues to be available to all rough sleepers in South Somerset, with food and medicine delivered directly to accommodation alongside access to mental and physical assessments and support.
- By June, the Council had paid out £33m in grants to over 2800 businesses and is continuing to reach out to eligible businesses. A discretionary business grant scheme of just under £2m has also been set up and fully distributed.
- The District Country parks have been kept open for residents to take exercise during lockdown, whilst adhering to social distancing requirements.

1.3. Introduction: Recovery

The Covid-19 pandemic has been a disruptor to normal life with services stopping, demand for health and care services severely tested and the outlook for the UK economy uncertain. Unlike a more conventional recovery from a major incident, e.g. flooding, the time period and potential fluctuations that will occur over the coming months will be a new recovery challenge that we will need to deal with for example;

- Fluctuating restrictions depending on future peaks and outbreaks that may be uneven across the region and unpredictable.
- Services may be 'switched on and off' within the recovery period
- The recovery period may be at least 12-18 months or until widespread immunity via a vaccine
- Different population segments will have different need for restrictions i.e. Shielded population may have greater restrictions for longer.

Against this backdrop, the recovery strategy to COVID 19 is complicated and multidimensional and requires an agile and adaptive mode of working to match it. Our **Recovery** can be defined as the process of rebuilding, restoring and rehabilitating following this emergency and our plan to get back to 'normal' community functioning. However, it is also an opportunity to rebuild a better, **new horizon** for communities making the most of the opportunities' presented by the disruption and subsequent ways of working to create a 'new normal' that sets a path towards longer term strategic goals.

This 'new normal' will require dedicated, collective and focussed leadership alongside our communities, our businesses and our public services for some time and it is likely that we are, to an extent, already moving to a new way of working for our places.

The entire process will be influenced by a central government recovery strategy that is emerging (i.e. the five tests to ease lockdown measures) but at this time not fully articulated. In the absence of the full picture, we are using a public health approach as a foundation for our thinking (**Appendix A**). This approach sets out some scenarios and trade-offs both from an economic and health perspective that are in play for the duration of the recovery period, for example;

- Keeping lockdown until Vaccine – or for a proportion of the population i.e. shielded
- Regular/Weekly Testing arrangements
- Introducing Immunity permits
- Ramping up Contact Tracing operations
- Adaptive Triggering – switching on and off lock down measures
- Gradual easements of lockdown measures

Although recovery is a multi-agency process the Local Authority (South Somerset) has responsibility for the area where the incident takes place, if the incident affects more than one tier (2 LA areas) Somerset County Council will co-ordinate. Many aspects of recovery have to be considered from the physical rebuilding of the community to the welfare needs of the residents and the financial implications for the affected businesses and council itself. Additionally, opportunities for regeneration and community led action will also present themselves, which will require political support in addition to core objectives of the recovery process.

There will also be alignment to regional political structures including Avon & Somerset Local Resilience Forum (ASLRF) and the Heart of the South West LEP. This will work alongside both the District and County Councils (including Somerset County Council Multi Agency Recovery Co-ordination Group) to bring the recovery and new horizons to our economy and communities. This will provide political leadership both at a regional and local level connecting the various places and communities right across South Somerset.
We will set about initiating impact assessments to inform and establish progress for our work and these assessments will cover the following themes;

- Economy
- Healthy, self-reliant communities
- Environment
- Places where we live
- Protecting core services

1.3.1 New Horizons: The Three Horizons

Understanding of timescales and a consistent approach to the route from crisis response to recovery and transformation, establishing **new horizons** and achieving the long-term objectives is a foundation from which we can build our strategic plans. Using the three horizons approach[1] that set out different timescales and outlooks that are not linear but run concurrently with different prevalence over time (video explanation in link[2]). It also sets out questions below **(& in APPENDIX B)** which challenge what we want to recover back to and which parts of the disruption of COVID 19 do we learn from to build the future we aspire to.

- **Horizon 1 (H1):** Immediate recovery steps (April – June 2020)
  Horizon1 is the existing business as usual or the dominant way of doing things today.
  Q: What do we need to go back to? (RETURN)

- **Horizon 2 (H2):** Post Peak Recovery Foundations (July 2020 – December 2020)
  Horizon 2 is the part of greatest innovation and disruption where new innovative thinking and new ways of doing, or being, emerge. A good example is the digital transformation of the past decade i.e. the use of zoom/ skype meetings for South Somerset District Council employees and Council Committees.
  Q: What new practices will we keep and retain from this new way of working currently? (Review)

- **Horizon 3 (H3):** Realising the Recovery Objectives (2021 onwards)

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[1] Sharpe, B., A. Hodgson, G. Leicester, A. Lyon, and I. Fazey. 2016. Three horizons: a pathways practice for transformation. *Ecology and Society* 21(2):47.
[2] https://www.youtube.com/watch?v=_5KfRQJqpPU

is the future we want, pockets of the future are already in existence and we want to see these grow and become the new future. What have we learned from business as usual and the new ways of working that we are currently using during COVID-19? Is there a better, or another, way that is smarter or more beneficial to the organisation and our communities?

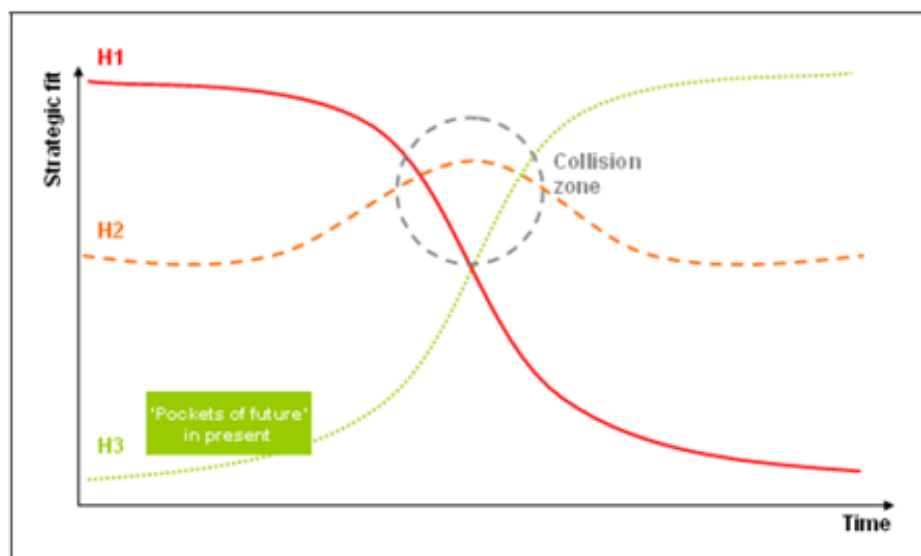Q: What new things would we like to see going forward? (Radical Change)

Figure 1: Three Horizons Approach Chart

This approach will be used in conjunction with our best estimate of key pandemic milestones shown in Figure 2. These milestones are uncertain but broadly cover the first two peaks, a controlling phase that will include easing of restrictions, an exit phase that will include enhanced treatments and wider community immunity and finally a full recovery phase that will include a full roll out of a Covid19 vaccine.
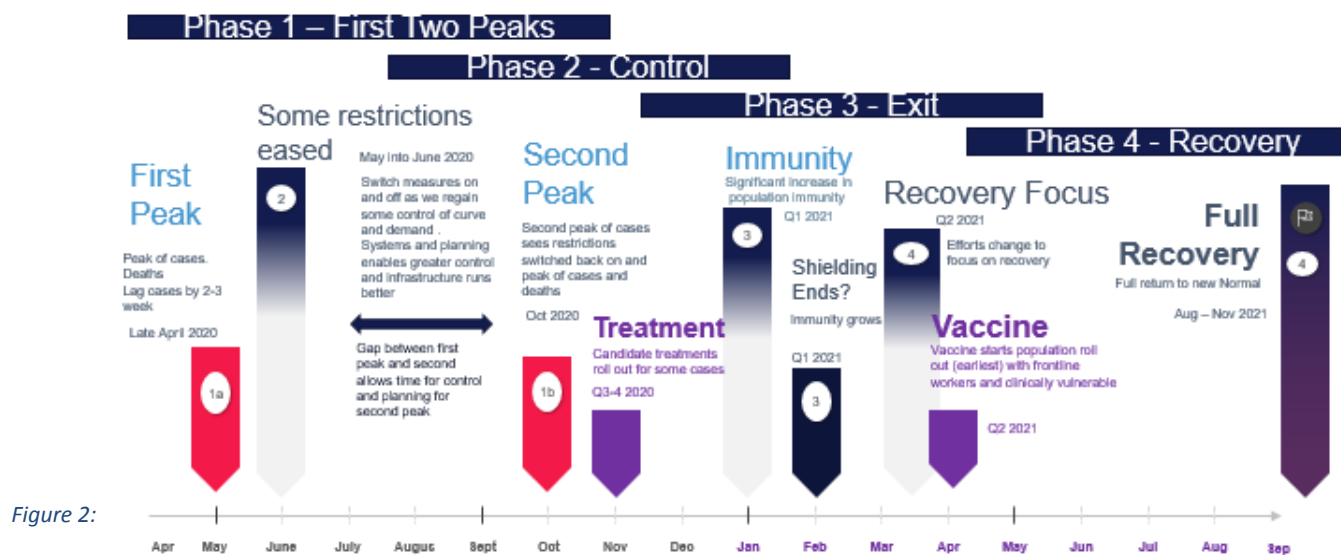
Figure 2: Pandemic Milestone Assumptions Summary

1.3 Scope

Recovery is a complex and potentially long running process that may involve many more agencies and participants than the emergency response phase. It may be costlier in terms of resources, and it will undoubtedly be subject to close scrutiny from the community, the media and elected representatives alike. It is therefore essential for the process to be based on well thought out and tested structures and procedures if it is to work in an efficient manner.

1.4 Overview of South Somerset District Council responsibilities

South Somerset District Council will appoint an appropriate senior manager to act as the lead recovery advisory group in the Strategic Recovery Co-ordination Group. Additionally, South Somerset District

Council may provide a range of technical experts, political support and other recovery resources, including financial, to the recovery working agenda. Reflecting multi-agency relationships.

2. Recovery Purpose and Principles

2.1 Key Areas of Recovery and establishing new horizons
The process of recovery and new horizons can be divided into five key areas (based on our corporate priority areas), all of which must be addressed in order to achieve a successful outcome: -

We will work with our **communities** to identify, design and develop local solutions and establish a 'grass roots' approach to community recovery *(e.g. work with our Town & Parish Councils, community groups, Spark, CCS, our increased volunteer responders and other community organisations etc).* We will learn from the lessons of COVID 19 and how our communities have adapted, grown and come together to provide sustainable, supportive projects that we can build on.

We will review and develop our internal **core services**, learning from new ways of working introduced during COVID 19. The new environment in South Somerset (Post COVID 19) and the potential for more efficient and supportive ways that we can provide services to our communities and local **businesses.**

2.2. Principles
This will follow our principles of good governance[3] highlighted below. This describes the outcomes that South Somerset District Council and the Code is attempting to deliver, and reflect our approach set out in the recovery plan.

1. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
2. Ensuring openness and comprehensive stakeholder engagement
3. Defining outcomes in terms of sustainable, economic, social and environmental benefits
4. Determining the interventions necessary to optimise the achievement of the intended outcomes
5. Developing the Council's capacity, including the capability of its leadership and the individuals within it
6. Managing risks and performance through robust internal control and strong public financial management (i.e. Performance to be integrated into the SSDC performance management framework)
7. Implementing good practices in transparency, reporting and audit, to deliver accountability

The principles will follow the corporate plan and priority project delivery plan. This will be reviewed and re-prioritised in the light of COVID 19. In this way, the recovery will be part of what we do and "business as usual" rather than being a set of ambitions and tasks that are on top of our corporate ambitions and plans.

Our current District Council Corporate Plan and Vision as well as important strategies and plans such as our financial strategy, commercial and income generation strategy, regeneration plans, housing strategy and environmental strategy are now more important than ever before and will need to be reviewed to ensure that they are aligned and integrated with our recovery plans.

To integrate these plans and to make sure that South Somerset District Council is achieving the best possible recovery outcome for our residents, communities and businesses we will build on our core principles and establish further principles for this recovery phase.

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[3] South Somerset District Council: Local Code of Corporate Governance

Aspirations- the way we want to work

As we complete our impact assessments, define our objectives and those indicators that will set out what we want to achieve, there is a need to set out how we will work collectively, both internally and externally to achieve them. Our design principles are shown below;

a) We will learn from our staff experiences and use this information to inform our Recovery Strategy
b) We will listen and wherever possible co-design the recovery work with elected members, local communities and businesses.
c) We will continue to share data to develop our best understanding of the situation in a timely and appropriate way and ensure that our strategy, actions and interventions are based on and informed by the available data.
d) We will have a clear exit strategy that is sustainable and leaves a legacy of enhanced partnership working across the county and within local communities.
e) We will monitor the situation to understand how well South Somerset is recovering.
f) We will make sure that the work is embedded appropriately across partners, the Avon & Somerset Local Residence Forum (LRF) and the three other District Local Authorities and County Council across our area acting as means to strengthen our relationships across Somerset in the future.
g) We don't have all the answers but will support each other, learn from each other, share knowledge and challenge each other during the recovery period.
h) We will provide a sense of hope that describes the society we want in the future and essentially, what we want to recover to and 'build back better'.
i) We will use the recovery period to redefine our strategic thinking and assess the changes needed in our long-term strategic plans.

We will put in place an arrangement that will build on learning through experience (building on point a) above) across South Somerset with observations and mechanisms to capture learning as we progress through this process. This arrangement will capture learning at an LRF level and also at community level and shared appropriately.

3. Strategy

As part of the recovery process it is vital that a clear, agreed recovery strategy is developed, with issues being prioritised as necessary. The recovery strategy will cover some, or all, of the following key objectives:

1. **An impact assessment** covering residents, businesses, infrastructure, environment, economy and tourism which must be carried out as soon as possible and be regularly updated including, for example, the results of environmental monitoring, improved or degraded transport links. This is not to be confused with the Equalities Impact Assessment carried out for this plan, which ensures all individual and community needs are considered.
2. Determining what is an acceptable **risk assessment** to the public, which will inform and influence decisions on access restrictions, return to work etc.
3. Development of a concise, balanced, affordable **recovery action plan** that can be quickly implemented, involves all agencies and fits the needs of the emergency.
4. The **community engagement**, as far as is reasonably possible, will be at the heart of our recovery process.
5. All agencies work closely with the community and those directly affected, including on monitoring and **protection of public health**.
6. A pro-active and integrated framework of **support to private and third sector businesses** is established.
7. All affected areas (SSDC Buildings) are reviewed and assessed in terms of need future service demand and need. If restored, adapted (or even closed) it is to an **agreed standard** so that they are 'suitable for use' for their defined future purposes.
8. Information and media management of the recovery process is co-ordinated.

9. Effective protocols for political involvement and liaison (Parish / District / County / LRF, LEP and Parliamentary / National Government) are established
10. An environmental recovery action plan is produced (Linked to Environment Strategy and CoP).
11. Early identification of opportunities for longer term regeneration and economic development.

The recovery strategy must be reviewed, and priorities re-assessed regularly to ensure that it continues to meet the developing, changing, additional or new requirements and priorities which may be brought about, for example, by an increasing appreciation of impact over time.

3.1. Strategic Aims

To coordinate a strong partnership recovery that is sensitive to the needs of those affected by the COVID-19 Pandemic and enables the rebuilding and restoring of the health, social, economic and political well-being of the communities of South Somerset in the short, medium and long term.

3.2 Objectives

The key overarching objectives to this recovery and new horizon period include:

1. Help South Somerset Communities and businesses to recover and adapt to lockdown easements as effectively as possible
2. Establish a proactive and integrated support framework of support to businesses.
3. Understanding (and minimising) the varying impacts among different demographic groups within society as we recover
4. Assess and communicate the benefits of local environments and its importance to our well being
5. Ensure community voice is shaping and informing the recovery process
6. Help SSDC recover - Reinstate and re-build SSDC services most impacted by COVID-19, ensure a strong financial position, mitigating the financial impacts of the crisis. Reflecting on future prioritisation and potential new horizons for the council, its services and its priority projects
7. Develop and deliver a concise, balanced and achievable recovery action plan that ensures the right balance between short, medium and long term objectives.
8. Ensure effective partnership coordination of information and activities with response and recovery work streams
9. Ensure effective protocols for member involvement and liaison.
10. Commemorate those who have lost their lives to COVID-19
11. Celebrate the contributions made to support our communities through COVID-19 and give the public opportunities to express their appreciation whilst allowing a time of healing which many families may need.
12. Provide timely and informative media updates on the recovery and new horizon process.
13. Identify and implement learning from COVID-19, including capturing reflective best practice for dealing with future pandemics and ensuring effective recovery activities.

A draft set of Outcomes and Objectives mapped against these objectives is shown in **Appendix D**.

3.3   Our blue-print for recovery

The following themes and action provide a blue print for recovery of the Council and the District. These themes will be imbedded in our recovery delivery plan for this strategy and developed through the SSDC Community of Practice (CoP) work stream groups and who will identify and develop these actions further making them a reality. Within these work streams, the council we will:

    a. **Secure the council's finances:** lobby government to fully compensate the council for the financial impact of Covid-19; review budgets to identify scope for in-year saving; reduce non-essential spending; begin the process to set the council's budget for 2021/22; refresh the council's medium-term financial plan strategy.

    b. **Modernise the council, reimagining local services:** continue to allow staff to work from home where possible; reimagine how services are delivered and recast service Commercialisation plans; review our office usage and need; develop an IT and digital strategy determine how technology can improve services and drive efficiencies.

c. **Supporting the most vulnerable:** develop a sustainable approach to tackling homelessness; work with voluntary community services and partners to develop long-term pathways out of poverty for the most deprived; continue to support victims of domestic abuse; work with food banks and local resident groups to continue to add our most vulnerable with essential food boxes.

d. **Business and local economy:** implement signage and physical measures in the town centres to support social distancing; use licencing powers to support businesses to reopen safely; identify options to further promote sustainable travel, with a focus on walking and cycling; continue to deliver grants and wider support to businesses; develop and deliver our ambitious town regeneration programmes;

e. **Housing, regeneration and development:** Develop a pipeline of brownfield sites for redevelopment, with a focus on providing new homes; work to ensure that future housing and regeneration schemes are subject to the highest possible environmental standards.

f. **Arts, culture and heritage:** Work with the arts, heritage and culture sector to enable the District's institutions and events to reopen in a safe way; engage closely with the sector to understand the issues it faces and to seek solutions together; work with funding bodies to develop visionary project for capital investment into key sites across our arts, entertainment and heritage sites;

g. **Climate change and the green economy:** publish the council's Environment Strategy, Open Spaces Strategy and their action plans; build on the council's strong track record of success to identify further opportunities to reduce carbon emissions across council operations; consider options to further promote sustainable travel;

h. **Harnessing social capital:** adopt a 'place based' community development approach which empowers residents and allows for community-led decision making in our communities; use procurement powers and community grants to address gaps in need across the voluntary and community sector; develop communication strategies which create two way conversations with communities to inform decision-making; build and support communities to continue to use the large volunteer capacity as a result of covid-19 response

3.4   Measuring progress

The use of appropriate data will be critical in identifying the key issues resulting from covid-19, developing the right policy response and measuring the success of recovery. In order to monitor progression, the council is developing a dashboard of measures to identify the impact of covid-19 on the 5 corporate themes – environment; healthy self-reliant communities; economy; places where we live; and protecting core services. These will be tracked monthly to enable timely action.

4. South Somerset District Council resources required during the Recovery Phase

South Somerset District Council operates emergency management structures following the national model for command and control of emergencies, as set out within the government's Emergency Preparedness Guidance (in compliance with the Civil Contingencies Act 2004).

For incidents where South Somerset District Council will lead on the recovery phase the relevant Duty Director, in consultation with the Duty Emergency Officer will be involved at the outset of the emergency. A smooth transition from Response to Recovery phase is facilitated by early establishment of recovery management infrastructure.

The Recovery Advisory Group chair will be supported by South Somerset District Council personnel drawn from a resource of trained Tactical Managers, Emergency Response Team personnel and other topic specialists as appropriate. Sufficient personnel will be required to maintain effective management of the

recovery phase into the medium to long term. This may potentially require out of hours working and the implementation of a sustainable and robust shift system.

The recovery and new horizons phase of an emergency maybe complex and prolonged it is therefore vital that a sustainable management and other staff resources are put in place. Regular progress reports to the agreed network of internal groups (SLT and LMT), Somerset County Council Multi Agency Recovery Co-ordination Group and regional groups Avon & Somerset Local Resilience Forum (LRF) Association of British Insurers and Elected Members will ensure oversight of effectiveness of the recovery.

5. When should the Recovery Phase start?

The recovery and new horizons phase should begin at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency. It continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly and indirectly) have been met. While the response phase to an emergency can be relatively short, the recovery phase may endure for months, years or even decades. Whenever appropriate and practicable a Recovery Advisory Group will be established early in the emergency and will run in tandem to the Strategic Co-ordination Group (SCG).

6. Activation of the Recovery Co-ordinating Group

Activation of the Recovery Co-ordinating Group is initiated by South Somerset District Council, usually following a request by and agreement with the Senior Leadership Team or (GOLD) Strategic Co-ordinating Group and will work in co-ordination with the Recovery Advisory Group.

The Recovery Co-ordination Group should be formed as soon as practicable and will take the lead on recovery. It is important to form early so that a good working liaison between the two groups can be established.

An important part of the work of the Recovery Co-ordinating Group during the response phase of an emergency is to develop a recovery strategy and inform the Strategic Co-ordinating Group (GOLD) of this strategy to ensure decisions made by the Strategic Co-ordinating Group do not compromise medium to long term recovery. The Recovery Co-ordinating Group reports into the Strategic Co-ordinating Group until the Strategic Co-ordinating Group stands down.

7. Handover from Emergency Response to Recovery Phase

Recovery refers to those programmes which go beyond the provision of immediate relief and support to assist those who have suffered the full impact of COVID-19 to rebuild lives and services and strengthen communities and their capacity to cope with future incidents.

Crisis to Transformation process

The COVID-19 pandemic is unusual to most emergency incidents and may need an adapted approach to the usual emergency response. As seen in the diagram above, the approach may need to include a pre-recovery phase to prioritise, reflect and learn from the experiences encountered and imbed new innovative and purposeful measures to improve or transform the overall service delivery and experience for our communities. In the case of South Somerset District Council, it is the case that the crisis response management phase is extended and runs alongside both pre-recovery and recovery phases to make sure that on-going support and delivery is in place for our communities and that we are ready for any second phase of the pandemic.

8. Operations of the Recovery Co-ordinating Group

It may be appropriate to involve partner organisations within specific recovery cells, however, clear leadership in terms of overall co-ordination for SSDC must be evidenced by South Somerset District Council as recovery lead.

Accurate records of decisions and expenditure should be recorded using decision logs by all South Somerset District Council staff involved in the recovery phase as well as actions and decisions arising from the Recovery Co-ordinating Group, including time and date taken and showing the appropriate justification for the decisions: this is to ensure comprehensive audit trails, timings, participants, notifications, options, decisions and expenditure.

An accurate record is paramount to assist in the preparation of public information, reports, responding to enquiries (including Freedom of Information requests), preparing for formal or judicial inquiries, claims under the UK Government (COVID-19) reimbursement scheme etc.

9. Recovery Structures and Roles

During the response phase, the chair of the Strategic Co-ordinating Group may ask for the recovery process to be activated as part of the overall multi-agency response.

The structure for managing the recovery will be flexible to suit the particular situation (COVID 19) but will be based upon the agreed overall structure as detailed in the illustration in figure 1 below.

This structure is for guidance only. Cells may wish to focus on both internal (SSDC) service delivery and external recovery as individual cells, or there may be a need for a separate cell to focus on the recovery and review of South Somerset District Council services and operations.

Appropriate terms of references will need to be agreed setting out the scope and direction of both the Recovery Advisory Group (SSDC Leadership), Recovery Co-ordinating Group and specialist cells.
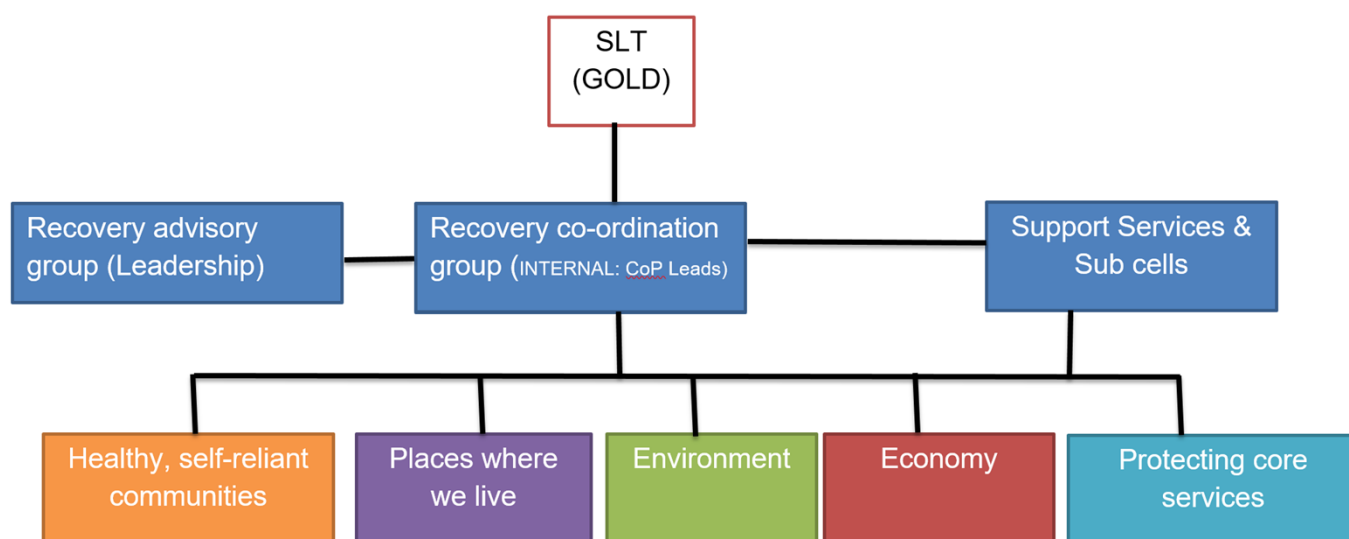
Avon & Somerset Local Resilience Forum (A&SLRF) arrangements Recovery Co-ordinating Group (RCG)

South Somerset District Council have heavily redeployed staffing resources to support this phase to achieve resilience and recovery objectives over time as appropriate. The aim is that each cell within the LRF structure (for us, the Somerset County Council Multi Agency Recovery Co-ordination Group and South Somerset District Council Recovery Co-ordination Group (TCG)) having standing item with regard to recovery and each TCG in localities managing their own impact assessments and specific recovery elements that relate and are managed at the most appropriate level.

Alignment strategically through the A&SLRF will also include the Heart of the South West LEP who as a critical place within the group focusing on economic recovery.

9.1 Recovery Advisory Group (RAG)

Role
The Recovery Advisory Group (RAG) will act as Elected Council member engagement group that will help analysis actions taken by the Recovery Co-ordinating Group and act as a guide and critical friend to the RCG as and when is needed (For South Somerset District Council, this is known as the Leadership Group). The RAG will need to examine and where they as a group can offer resource and support.

The Recovery Advisory Group will need to hold a formal place within the Strategic Emergency Co-ordinating Group to enable a total integration and transparency between the two phases of response and recovery and through into future new horizon transformation.

9.2 Recovery Co-ordinating Group (RCG)

Role

The Recovery Co-ordination Group (RCG) acts as the main strategic body within the District Council steps into pre-recovery and recovery phases of the COVID-19 pandemic. The Group will be consisting of the lead Director (chair) for Recovery, a deputy, project support and the leads for each Community of Practice (CoP) work stream. Together they will co-ordinate the actions needed for the recovery strategy. Additionally, the group will:

- To feed in recovery developments, actions or issues to the District Council Strategic Emergency Co-ordinating Group (Gold Group) and to the Somerset County Multi Agency Recovery Co-ordination Group

- To decide the overall recovery strategy, including communications, health, welfare, economic and business recovery for both the Counties that we serve and our District Council Service.

- To defining the new "normal" for operational services at South Somerset District Council

- Ensure that relevant stakeholders, especially affected communities, are involved in the development and implementation of the strategy;

- To establish appropriate Sub-Groups for the work streams as required by the emergency;

- To produce an impact assessment;

- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress including performance management;

- To monitor financial matters and pursue funding and other assistance;

- To agree exit strategy criteria and timescale;

- Deal with other issues that fall outside the scope of the working groups;

- To provide reassurance to the public and to minimise fear and alarm via a recovery communication strategy (This to include media and public communications).

- To maintain a written record of decisions made and the reasons for those decisions.

A terms of reference for the Recovery Coordinating Group can be found in **APPENDIX C**

9.3   Community of Practice (CoP) Sub Groups

The SSDC existing Communities of Practice will form the sub-committees for recovery. Sub committees with a lead manager for each Community of Practice will be formed at the earliest possible opportunity. Continuity and learning from the Response stage to the new Recovery and new horizons phase is important to establish new approaches from the lessons learnt and the business intelligence collected.

The sub groups will complete a Terms of Reference document and Action Plan for each Community of Practice that will form part of the overall project management documentation and recovery and new horizons action plan.

9.4   Strategic support groups

Key support services will provide key strategic oversight, advice and resources to support the Community of Practice sub groups and the Recovery Co-ordination Group to achieve their objectives. These services

such as digital transformation, finance, the people team and legal services will be integral to the success of the recovery and new horizons phase both in terms of strategy and operations.

10. Stand Down of the Recovery Co-ordinating Group/Centre

The Recovery Co-ordinating Group will stand down once there is no longer the need for the regular co-ordination and the remaining issues can be dealt with by individual services or supporting agencies/organisations as a part of their normal day to day duties (It may be the case that both the Reponse and Recovery Co-ordinating Group work alongside one another during this emergency for longer than most emergencies).

* The Chair of the Recovery Co-ordinating Group, in discussion with the Recovery Co-ordinating Group members will decide when it is appropriate to stand-down the Group. The needs of the community will be key to this decision and will inform the decision.
* The stand down of the group will be measured on the return to normal of all impacted services and those affected within the community.
* The length of time that the Recovery Co-ordinating Group is required to continue meeting will vary according to the nature

11. Evaluation and De-Brief of Recovery Phase

It is essential that a formal debrief take place once the recovery process has been completed. This is important to allow information on the multiple aspects of the emergency recovery process to be shared across the multiple internal services and external agencies and organisations involved in both the recovery and the response process and to allow agencies to build upon any issues that arose and to carry out the necessary reviewing of plans, processes and protocols within the areas affected.

A final debrief report should be produced which captures all these issues and addresses them accordingly.

The affected areas should take the opportunity to share the debrief report widely amongst all responders and agencies involved so that any updates, as a result, can be discussed and any changes to plans can be made to better deal with future events. This will be feed into the SSDC Lessons Learned Protocol and will thus inform continuous improvement in recovery policy and practice.

12. Appendices:

A: Public Health Approach – Exiting Lockdown, the Trade Offs

B: Questions to use alongside the Three Horizons Approach
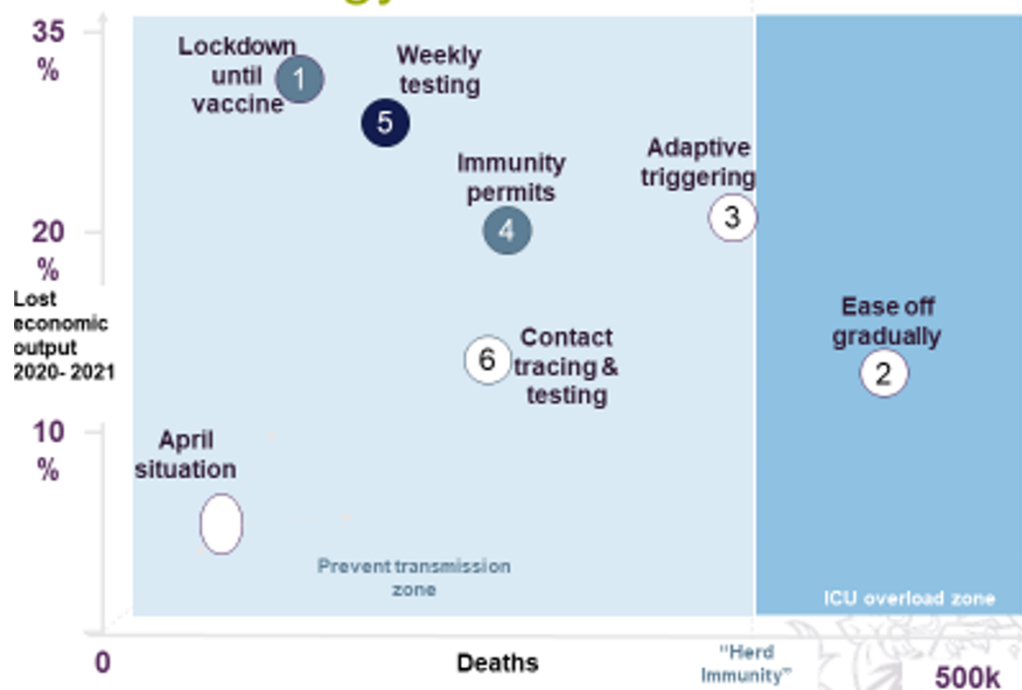
C: Terms of Reference Recovery Coordinating Group (RCG)

D: Recovery and Renewal Outcomes, Objectives & Indicators[4]

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[4] Eco. = Economic Impact Assessment; Env = Environment Impact Assessment; Com = Community Impact Assessment; Live = Places where we live Impact Assessment; Pro = Protecting core services impact assessment

APPENDIX A: Public Health Approach – Exiting Lockdown, the Trade Offs

Exit strategy trade-offs?

Lost economic output 2020- 2021

- 35 %
- 20 %
- 10 %

Deaths — 0 to 500k, "Herd Immunity"

Prevent transmission zone

ICU overload zone

- Lockdown until vaccine — 1
- Weekly testing — 5
- Immunity permits — 4
- Adaptive triggering — 3
- Ease off gradually — 2
- Contact tracing & testing — 6
- April situation

Assumes lockdown until solution scenario is implemented

It is unlikely any solution will be available in under 1 month

Dependent on the speed required to implement solutions, both deaths and economic impact increases

KEY (BELOW):

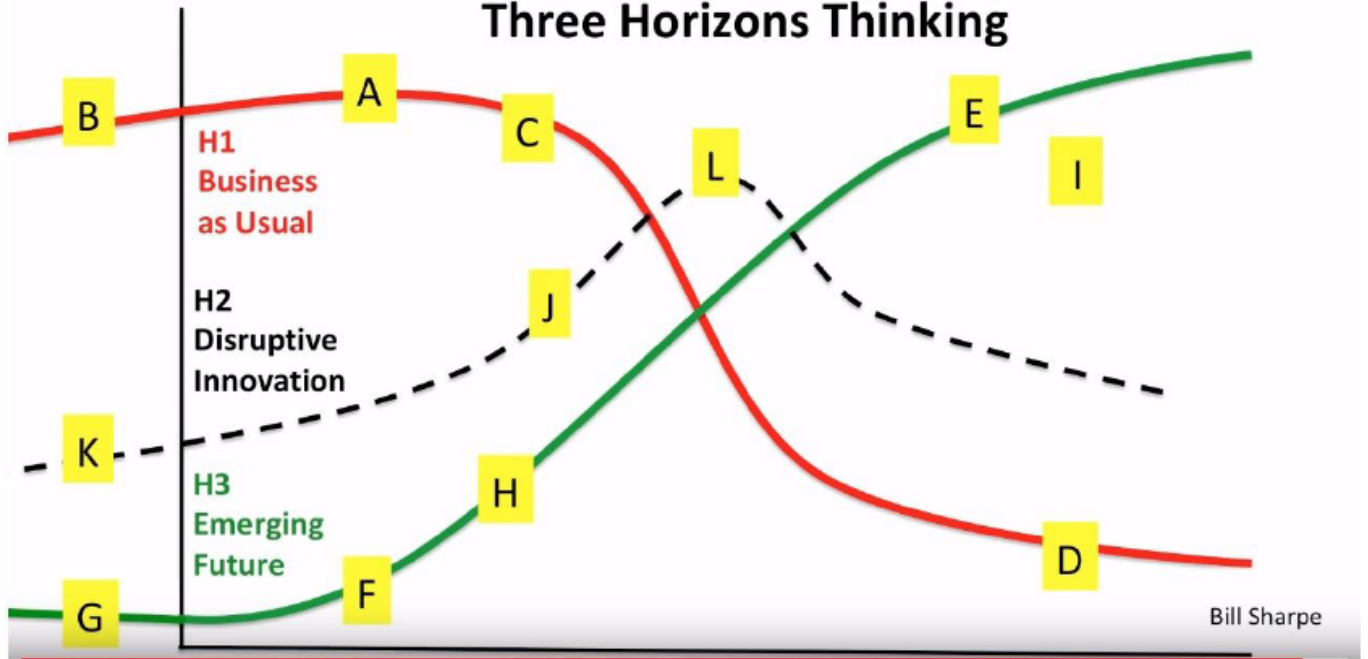| X | Scenario number | ● | 12+ months until viable | ● | 6-12 months until viable | ○ | 1-2 months until viable |

APPENDIX B: Questions to use alongside the Three Horizons Approach

The Twelve Questions have been adapted from the questions highlighted in the: Three Horizons Framework, A Quick Introduction: *YouTube video (7 minutes) by Kate Raworth, author of Doughnut Economics*

A. As a service, what does 'Business as Usual' look like? (The key characteristics of your operations, approach and systems that you run?)

B. Look Back. How did we get here? What values, cultures, approach and events led to this?

C. Is there any elements that are now not fit for purpose? Why do we believe it's not fit for purpose now? Give examples. (What actions are needed to improve it now because collapse is rarely beneficial)

D. Is there anything valuable about the old system/ service approach that we would want to retain rather than lose such as its infrastructure?

E. What council we do differently in the future, what do we want to bring about? – its key characteristics? What would it look like and feel like to be there?

F. What seeds of that future are visible in the present? (The possible that we visualise) Give specific examples.

G. Looking back, whose work are these present possibilities built upon? What history, values, and culture are embedded within them? (are there any case studies / best Practice that we can use as examples)

H. How could they be scaled and spread? (Give examples).

I. What are competing visions of the future that are being pursued by others? Could we collaborate with them because we share enough core elements, or are theirs inherently competing visions? If so, how do we prevent their vision from derailing ours? (i.e. is there any cross Service or Local Authority working that we could implement to make it a better offer)

J. What is currently in our services being disrupted / modified due to COVID-19? Think of many different kinds of factors: technological, political, cultural, ecological, economic, social disruptions.

K. What are the roots of those disruptions? and for each one identified what would it look like for it to be captured (H2-) or harnessed (H2+)? What can be done strategically to ensure that it is harnessed? Give examples of disruptions that you believe have been captured and others that have been harnessed. In each case why did it happen? What made that possible? and lastly my favourite…

L. If you are in favour of positive disruptive improvements for your service, whether a social movement, a tech innovator, or a new form of finance, what kinds of guidance can you set for yourself to help influence whether your disruption is captured to extend the life of H1, or harnessed to bring about H3? What allies will you seek? What action will you take? How will you assess potential offers for collaboration or finance? and How will you work with others to ensure that the H2+ disruptions scales and spreads?

Three Horizons Thinking

B

A

C

E

I

L

H1
Business
as Usual

H2
Disruptive
Innovation

J

K

H3
Emerging
Future

H

F

D

G

Bill Sharpe

APPENDIX C: Terms of Reference: SSDC COVID-19 Recovery Coordinating Group (RCG)

Aim

1.1 The District Council Recovery Coordinating Group's (RCG) aim is to establish and maintain effective and auditable multi service command, control and coordination of the recovery element of a Major Incident.

2. Membership

2.1 With the exception of the Secretary/Loggist, the RCG is to consist of Chief Executive or strategic level representatives (in this case the lead Director for Recovery) with the executive authority to represent and sanction decisions on behalf of their respective organisations. Membership is to be flexible, based on the specific nature of the incident within COVID-19, however, as a minimum, the RCG is to consist of:
1. Chairperson (Lead Director for Recovery)
2. Minute Taker
3. Loggist (Project management support – Case Officer)
4. Lead Representative (or Deputy) from each Community of Practice work streams
    1. Healthy, self-reliant communities
    2. Economy
    3. Places where we live
    4. Environment
    5. Protecting core services
5. Legal advisor (or specialist)
6. Financial advisor (or specialist)
7. Digital transportation advisor (or specialist)
8. Communications advisor (or specialist)
9. Any others identified to aid in the recovery process

3. Deputies & Responsibilities

3.1 In order to ensure business continuity, all RCG members are to nominate a deputy. The deputy must be of an appropriate level of seniority in keeping with the Membership criteria outlined at paragraph 2.1 above.

3.2 Lead CoP representatives (or their deputy) will be expected to attend all RCG meetings and provide an update report on the recovery and new horizon action plan.

4. Role & Function

4.1 The RCG is a strategic management forum consisting of nominated representatives of South Somerset leadership and management team. Its role is to assume responsibility and accountability for the recovery operation and to establish an overarching Mission and Strategic Objectives for the recovery phase. Its function is then to activate and task a range of specialist Sub Groups with managing multi agency delivery to attain the Mission and Strategic Objectives and to monitor progress against these over time.

4.2 The RCG is to link in with regional and national guidance, operational planning and reporting lines through the Avon & Somerset Local Reliance Forum.

4.3 The RCG provides a forum to raise, discuss and resolve issues that could impinge upon smooth and timely delivery against the agreed Mission and Strategic Objectives. In tackling such obstacles to delivery, the RCG will, where necessary, seek the support of the wider resilience partners of the A&SLRF, in order to bring delivery objectives back on track.

4.4 The success of the RCG depends on there being a clear understanding that the Sub Groups are empowered to manage ongoing delivery without constant recourse to the RCG for approval. However, the RCG provides a forum for the escalation of issues from the Sub Groups for

discussion, resolution, approval or escalation to the SSDC GOLD TEAM and if needed on to the Avon & Somerset Local Resilience coordination mechanism.

5. Chair & Reporting

5.1   The Chairperson will be the lead Director for Recovery.

5.2   Any change of Chair is to be underpinned by a formal verbal handover from the outgoing to the incoming Chair. Once complete, this is to be recorded in the RCG Log, which is then to be signed by the outgoing and incoming Chair.

5.3   The RCG is to ensure that a thorough and detailed log of decisions and actions is maintained from the outset of the response to a Major Incident. This is to be recorded by a project management case officer. The Log should be retained for future reference/scrutiny/ response to any Freedom of Information (FOI) requests, for a minimum period of seven years.

5.4   As a contingency, partner agencies should also ensure that the Log is scanned and saved electronically.

5.5   The RCG is to establish a multi-agency response that will take cognisance of National Recovery Guidance.

5.6   Formal tasking of Sub Groups may, at the discretion of the Chair of the RCG, be done verbally or by the production of a structured, written briefing. If the former is selected, a clear record must be made in the Log.

6. Project management support

6.1   For remote meetings, the project management support (Case Officer) is responsible for ensuring that teleconference facilities are established and tested. Moreover, RCG members are to receive clear instructions detailing conference call number, timing and login instructions at least 1 hour before the RCG commences. Decisions and actions from the RCG Log are to be circulated post-meeting, as per the arrangements for meetings in person.

7. Frequency of Meetings

7.1   The RCG will meet in accordance with the frequency proposed by the Chair and agreed by RCG members. There is no rule governing how frequently the RCG must meet. However, as a guide, the frequency must:
  ▪ Be proportionate to the tempo of operations being experienced (this may increase and decrease over time);
  ▪ Support the principle that the RCG is strategic in focus. It must therefore   allow sufficient time and space between meetings for the Sub Groups to   deliver against agreed Strategic Objectives.
(Note: During COVID-19: all RCG meetings will be held virtually)

8. Decisions

8.1   All decisions taken by the RCG are to be achieved by consensus

8.2   Once agreed, decisions will be binding on the Sub Groups unless a specific exception is raised to the RCG by a Sub Group lead.

9. Ratification & Review

9.2   Once agreed, the Terms of Reference shall be reviewed on the following occasions:
  ▪ A change in the nature of the incident
  ▪ At significant intervals throughout the recovery phase i.e. one month after, 3 months after, 6 months after
  ▪ Following any activation of this Group as part of the debrief process.

APPENDIX D: Recovery and Renewal Outcomes, Objectives & Indicators[5]

Overall Strategy Aim

To coordinate a strong partnership recovery that is sensitive to the needs of those affected by the COVID-19 Pandemic and enables the rebuilding and restoring of the health, social, economic and political well-being of the communities of South Somerset in the short, medium and long term.

Outcomes

Use the recovery and new horizon period to:

- work towards longer-term regeneration and a more circular and distributed economy
- accelerate our work to mitigate and adapt to climate change
- integrate health and care services even further
- reinforce and restore public confidence in the resilience of public agencies and resilience to future challenges and emergencies.

Recovery and new horizon Objective	Eco.	Env	HSR Com	Place	PCS	Primary Horizon
1. Help South Somerset Communities and businesses to recover and adapt to lockdown easements as effectively as possible	X		x		X	H1-H2
2. Establish a proactive and integrated support framework of support to businesses.	X				X	H1
3. Understanding (and minimising) the varying impacts among different demographic groups within society as we recover	X		x	X	X	H1-H3
4. Assess and communicate the benefits of local environments and its importance to our well being		X	x	X		H2-H3
5. Ensure community voice is shaping and informing the recovery process			x		X	H1-H3
6. Help SSDC recover - Reinstate and re-build SSDC services most impacted by COVID-19, ensure a strong financial position, mitigating the financial impacts of the crisis and reflect on future prioritisation and potential new horizons for the council, its services and its priority projects					X	H1-H3
7. Develop and deliver a concise, balanced and achievable recovery action plan that ensures the right balance between short, medium and long term objectives.	X	X	x	X	X	H1-H2
8. Ensure effective partnership coordination of information and activities with response and recovery work streams	X	X	x	X	X	H1-H2
9. Ensure effective protocols for member involvement and liaison.			x		X	H1-H3
10. Commemorate those who have lost their lives to COVID-19			x		X	H1-H2
11. Celebrate the contributions made to support our communities through COVID-19 and give the public opportunities to express their appreciation whilst allowing a time of healing which many families may need.	X		x		X	H1-H2

[5] Eco. = Economic Impact Assessment; Env = Environment Impact Assessment; Com = Community Impact Assessment; Live = Places where we live Impact Assessment; Pro = Protecting core services impact assessment

12. Provide timely and informative media updates on the recovery and new horizon process.					X	H1
13. Identify and implement learning from COVID-19, including capturing reflective good practice for dealing with future pandemics and ensuring effective recovery activities.	X	X	x	X	X	H1-H3