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Derby Recovery Plan

Purpose

- 1.1 Responding to the impact of Coronavirus (COVID-19) represents one of the greatest challenges for a generation. The Council is working with its partners and stakeholders towards a common aim of supporting the city's recovery, mitigating risks and developing the opportunities emerging from the pandemic.
- 1.2 This report sets out the context, purpose and approach for developing the Derby Recovery Plan, which will be a dynamic document that inevitably progresses along with our understanding of the impacts of COVID-19 and the emerging Government response.
- 1.3 The Derby Recovery Plan will set the priorities for the Council and its partners, becoming the central focus for delivery which underpins the Council Plan 2019-23. Work will take place over the next few weeks with partners and key stakeholders to develop a draft Recovery Plan for presentation to Council Cabinet in Summer 2020.

Recommendation(s)

- 2.1 To approve the approach for developing the Derby Recovery Plan.

Reason(s)

- 3.1 As the democratically elected body in Derby, the Council has a leading role, working in collaboration with our partners, to shape a recovery plan for the city in response to the COVID-19 pandemic. The plan will seek to take advantage of the positive opportunities that arise, strengthen the resilience of our communities and businesses, and address the negative impacts where possible.

Supporting information

- 4.1 Over the last few months, the Council has responded to the largest emergency the UK has seen since the second world war. The impacts of COVID-19 are significant and unprecedented for all sectors, not least local government. Along with its partners, the Council has moved with pace and agility to protect residents, support businesses and meet essential needs. Our response has focused in five main areas:
 - Ensuring vulnerable people get the health and care that they need.
 - Supporting our communities
 - Helping business and workforces to stay resilient
 - Maintaining essential services
 - Keeping people informed.

- 4.2 The Council has worked collaboratively with voluntary and community groups, businesses and communities to achieve this extraordinary response. We have seen significant innovation and creativity that would have been difficult to muster at any other time, for example, establishment of the Community Hub, housing vulnerable people and managing care home pressures. The pandemic and subsequent lockdown has impacted on the nature of the services we deliver and how we deliver them. As set out in a separate Cabinet report on the Council's response to COVID-19, it is essential that many of these arrangements and ways of working continue after the end of lockdown and the pandemic is under control.
- 4.3 As the peak of COVID-19 continues to fall, attention has now turned to the short, medium and long-term impacts that we, as the local authority will be required to lead. The Government has published its short-term Recovery Strategy and set out a high-level roadmap for tentatively re-opening schools, retail, travel, businesses and many other aspects of our daily lives affected by the pandemic.
- 4.4 It is apparent that COVID-19 will leave a significant impact on virtually all aspects of the city: on the economy, on our communities, on the way we behave, our cultural norms and of course on the Council itself. Much of this is perceived as damaging, such as a sharp rise in unemployment and the impact on the city centre, but there are also some positive opportunities such as a greater appreciation of the value of community. Overall the feeling is that we are entering a pivotal moment; a time of rapid and fundamental change, which represents a significant opportunity to build on some of the surprising benefits that COVID-19 has brought to our society.
- 4.5 As place shaper for the local area, the Council has a key role to play in driving recovery across all sectors, working with the Local Resilience Forum (LRF) and partners in the city. As reported to Cabinet in March 2020, the Council has re-established the City Leadership Board (with the first meeting scheduled for June 2020) and will create a Vision Commission to develop a long-term ambition for the City commencing in the Autumn.
- 4.6 Work is taking place across several sectors to understand the wider impacts that will inform recovery planning. An early priority identified is the city's economy, which will be disproportionately impacted by COVID-19 for two main reasons:
- our strength in civil aerospace, built largely around Rolls-Royce, becomes a vulnerability in the context of predictions that civil aerospace will take much longer to recover than other sectors of the economy (and the recent Rolls-Royce redundancy announcement reflects this);
 - the city centre, with a relatively weak business service sector (much of which is at Pride Park), is over-reliant on retail and associated food and drink, sectors which are suffering significantly. The Centre for Cities describes the effect of COVID-19 as 'turbo-charging' the changes that were already taking place in the city centre. (Note that the Centre for Cities highlighted Derby as potentially the third worst affected city in the country, due to Coronavirus).
- 4.7 It is proposed that there are three strands to the Derby Recovery Plan: (i) economy, (ii) community and (iii) the Council organisation itself. These align with our Council Plan 2019-23 priority outcomes:

Economic Recovery - *City of big ambition*

- This strand will focus on supporting business resilience and promoting economic growth. An Economic Taskforce has been established incorporating key businesses and partners including the Local Economic Partnership and chaired by the Chief Executive. The group will produce an evidenced based, robust economic recovery plan which will seek to maintain confidence in the economy, to help in its diversification, to ensure it is more resilient to economic shocks and to de-carbonise it. The plan will form the basis of the city's 'asks' of central government for support. This group will also create a new City Centre Masterplan. In addition, officers are preparing proposals for an Economic Recovery Fund to support the plan.

Community Recovery - *City of health and happiness*

- This strand will build on the excellent work of the Community Hub and the expertise and networks of Derby's voluntary and community sector to harness the wider resilience that we have seen during the COVID-19 pandemic. The aim is to develop a holistic approach based on people, place and partnerships to mainstream the local coordination of services and build on the volunteer bank of 'good neighbours'. This will support the wider health and well-being of our citizens and help to manage the inevitable demand for services the Council will see as we emerge from the pandemic, and in doing so reduce the need for Council intervention.

Organisational Recovery - *Council focused on the things that matter*

- This strand will focus on four key areas to embed and further develop the transformational and cultural change that we have seen through COVID-19. Some of these areas were already priorities within the Council Plan but the parameters and aspirations have now changed beyond what was previously considered to be 'normal'. Like other organisations across both public and private sectors, the Council will have to 're-imagine' how it is organised, how it engages with its customers and stakeholders, and how it uses space. The Council may also have to re-examine the relative priorities of how it deploys its financial resources, and where investment may need to be re-directed. The themes of this strand will focus around Digital, Commercial, Insight and Organisational Development opportunities.

4.8 Fundamentally, there are a number of principles which underpin our Derby Recovery Plan development, namely:

- **Outcome based** – planning will focus on the core outcomes that will make a difference to the city and its communities.
- **Collaboration** – the plan will be delivered in partnership with key local and regional partners including the Local Economic Partnership, our health partners and local community partners including our cultural partners.
- **Culture** – COVID-19 has the potential to create long lasting changes to the way we behave and our cultural norms which we must recognise and build upon.
- **Transformation** – this is a pivotal time. We should not simply be seeking to 'restore' services or 'recover' the past but to seek radical changes for the benefit of the city as a whole.

- **Adaptive** – recognising the complex context in which we are operating, this must remain a dynamic plan which is regularly reviewed, updated and communicated.

- 4.9 It is important to reflect on our priorities for recovery in light of COVID-19 and the changes we may want to make during this phase. Further work will be undertaken with partners to develop the Derby Recovery Plan which will be presented as an initial draft to Cabinet in Summer 2020.
- 4.10 The Council normally approves an annual Delivery Plan which sets our short and medium term priority actions to underpin our Council Plan 2019-23. It is proposed that the Derby Recovery Plan replaces the Council Delivery Plan for 2020/21 as a pragmatic response to COVID-19. We will report progress against 2019/20 objectives as part of the Council's Annual Report in July 2020 to inform recovery planning.
- 4.11 The Council's governance arrangements (Strategic and Tactical Coordination Groups) will continue to manage the practical implications of service restoration and recovery to ensure we minimise the spread of the virus and adhere to Government guidance.

Public/stakeholder engagement

- 5.1 It is proposed that partners play a key role in the development, implementation and evaluation of the Derby Recovery Plan. Engagement will be undertaken at various stages to inform recovery interventions, for example, the Economic Taskforce is currently surveying all businesses in the city to inform its economic assessment.

Other options

- 6.1 The Council could choose not to develop a Derby Recovery Plan however this would jeopardise the long-term outcomes for residents, businesses and communities through the absence of a coordinated response.

Financial and value for money issues

- 7.1 The financial implications of the COVID-19 response (to date) are detailed in a separate report to Cabinet. The costs and benefits arising from recovery will be explored to ensure appropriate resources are aligned to Recovery Plan actions in light of Government funding and our Medium-Term Financial Plan (MTFP).

Legal implications

- 8.1 There is no statutory duty for a local authority to have a Recovery Plan however there are many aspects of the Government's Recovery approach that require the Council to deliver a statutory response, for example, Test and Trace.

Other significant implications

- 9.1 There is no doubt that changes proposed as part of the Recovery Plan will have far reaching implications and risks. We will undertake equality and safeguarding impact assessments when appropriate and mitigate risks in the usual way.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Emily Feenan	28//5/20
Finance	Simon Riley	27/5/20
Service Director(s)		
Report sponsor	Paul Simpson	01/6/20
Other(s)	Rachel North	27/5/20
	Andy Smith	27/5/20

Background papers:

List of appendices: