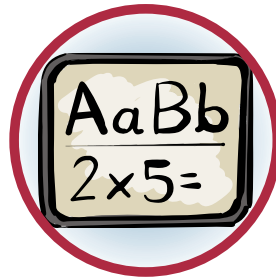# Warwickshire County Council
COVID – 19 Recovery Plan

Section 1 Foreword

The COVID-19 Pandemic has had profound impacts, globally and locally, for public health, the economy, society and environment, highlighting and compounding existing challenges.

The loss of loved ones has seen thousands of individual tragedies, and we want to remember and acknowledge all those who have lost their lives before their time.

Numerous people have suffered as a result of the wider impacts of COVID-19, particularly those already most disadvantaged. Many have lost their jobs or face future financial hardship; key sectors of our economy have been severely impacted; and young people's education and opportunities have been disrupted.

For all of us, 2020 has seen a way of life we could not have expected; the impact of physical isolation, lack of routine and significant uncertainty, and the toll this has taken on wellbeing; families juggling caring responsibilities, educating their children and working from home; people shielding because of clinical vulnerability; and unprecedented Government support for the economy and increased financial hardship.

We recognise the very great effort, sacrifice and resilience of individuals and communities adjusting to the restrictions. We have seen the very best in human spirit, a legacy which we must celebrate and preserve. We thank our communities, staff, key partners, business and the voluntary and community sectors for their amazing response and overwhelming support to contain the virus, especially the thousands of Warwickshire volunteers.

So while COVID-19 requires continued vigilance in our ongoing response, the County Council and its partners have been working on our recovery plans. We must look to our new future after COVID-19, taking the positives we have learned from COVID-19 and addressing the new risks and threats we face. Our recovery plan will amplify what worked well; and likewise, where we found things not working as well, what we need to do to fix them.

The differential impacts of COVID-19 and the senseless and appalling death of George Floyd in America have brought inequalities into sharp relief. Our recovery plans acknowledge and address those inequalities, recognising we will need to go further and faster to improve opportunities for those most disadvantaged.

We must also focus on a more sustainable future to address the serious long-term challenge of climate change. We declared a climate emergency in July 2019, and so we must make our recovery from COVID-19 a green recovery. We want to increase our efforts to reduce the use of single-use plastics, on the rise again due to the demand for PPE. We do want to keep up the benefits of lower pollution and noise as a result of reduced travel and home working. We had already set a target to become carbon neutral by 2030, and for communities to play their part we want to put control in people's hands to reduce their carbon. We will do this by creating a fund for communities to take action on local carbon reduction projects.

Our plan sets out the Council's 10 priorities to drive recovery. This has been driven by cross-party Member Working Groups, work with our

partners particularly across the whole of the public sector. For example the Recovery Advisory Group with Leaders and Chief Executives from the borough and district councils, Police and Local Enterprise Partnership to ensure we are completely aligned in our efforts. We have also listened to feedback from our staff, and our recovery work will be supplemented by the findings of an ongoing public health survey.

We will approach the implementation of our recovery plan with positivity, energy and enthusiasm, despite a backdrop of significant uncertainty. We need to address demand delayed by the crisis. We do not yet know the full financial impact of COVID-19 and what this means for future council funding. We continue to prepare for a possible second wave. Our priority will be protecting health and containing the virus, but we also need to focus support for our economy, young people's education, and those who are vulnerable or isolated.

The way we live and work will never be quite the same again. But we will use this recovery plan as a springboard to ensure we continue to make Warwickshire the best it can be.

Cllr Izzi Seccombe
Leader,
Warwickshire County
Council

Cllr Helen Adkins,
Leader of Labour
Group,
Warwickshire County
Council

Cllr Jerry Roodhouse,
Leader of Liberal
Democrat Group,
Warwickshire County
Council

Monica Fogarty
Chief Executive,
Warwickshire County
Council

Section 2
Our Recovery Plan - how this works

This Recovery Plan is a clear statement of our intent. Given the unprecedented levels of uncertainty for the future ahead, we are on a different journey to the one we had planned before COVID-19.

To ensure we're doing the right things, this plan will remain dynamic, flexible and under constant review to ensure our recovery reflects changes in community need, emerging government policy and financial recovery.

We want to provide leadership on recovery, but we can't do this on our own, and collaboration, working together with our partners in the public sector, the health sector, the voluntary sector and the community is vital to our success.

Our Recovery Plan sets out our priority action for recovery from COVID-19 over the next six months.

It lays the foundations for longer term recovery going into the next financial year and beyond.

The plan does have a clear strategy and 10 priorities, aligned to our long-term vision and outcomes we set out in our Council Plan to 2025.

For each of the 10 priorities, our priority actions are grouped into 3 areas: accelerated action for immediate recovery; applying learning from our experiences responding to COVID-19; and building the foundations for longer term change.

Our actions in this plan sit alongside our business and commissioning plans, updated to reflect the impact of the pandemic.

We will monitor performance closely and regularly to ensure we deliver on this plan, and that our direction remains on course for longer term recovery.

This plan sets out to the public what you can expect from us and the difference we intend to make to move towards our new way of life after the Pandemic. In such a dynamic and fast-moving environment, this plan needs to be flexible, and will be affected by the course of the virus. We will refresh our five year Council Plan over the next six months, and will consolidate these recovery priorities and actions into a new Council Plan from 1 April 2021.

The Recovery Plan is underpinned by strong recovery principles:
a. **Target recovery activity and support to where most needed** through evidence-based decisions and focusing on priority outcomes and agreed priorities.
b. **Stabilise and accelerate the recovery** for Warwickshire's people, places and businesses, including the recovery of Council Tax and Business Rates.
c. **Tackle inequalities -** to help our most vulnerable and disadvantaged citizens and communities overcome the negative impacts of COVID-19.
d. **Join up and work in Partnership** - to maximise connections with partners (public services, private sector, communities, voluntary sector and citizens) to speed up recovery.
e. **Focus on environmental challenges** - use recovery efforts to accelerate Warwickshire's climate change ambitions.
f. **Apply our learning from COVID-19** - utilise learning and good practice to improve the Council as an organisation, deepen collaboration and partnership working, and strengthen place and systems-based working across Warwickshire.
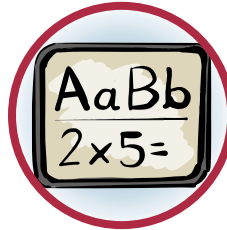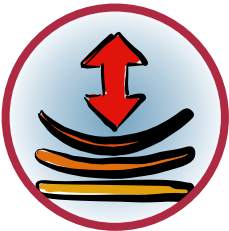
Section 3 Our ten recovery priorities

Warwickshire's communities and individuals are supported to be safe, healthy and independent:

1. **Contain the virus and promote physical and mental health and wellbeing:** Promote the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities.

2. **Maintain resilient and sustainable services:** Manage increased demand for services, especially hospital and social care services, and strengthen the care market.

3. **Help our children and young people catch up on their education:** By returning to learning, improving access to digital resources and tackling attainment gaps.

4. **Harness the power of our communities to tackle inequality and social exclusion:** Champion equality and tackle the effects of poverty, vulnerability, isolation, loneliness and domestic violence; and support this by promoting increased and sustainable social action, volunteering and community capacity.

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure:

5. **Support business and grow the economy:** Build confidence in local businesses. Re-purpose town centres and create the conditions for business innovation and investment to drive economic growth.

6. **Stimulate job creation and skills:** Work with our partners in the Local Enterprise Partnership and higher and further education, to invest in getting people back into employment, or starting their careers, supporting skills, training and re-learning

7. **Invest in regeneration and a sustainable future:** Invest in the regeneration of local areas, support housing growth, a fit for the future digital infrastructure and sustainable transport.

Support delivery of our outcomes by making the best use of resources and tackling climate change:

8. **Climate change:** Make sustainability and tackling climate change central to our recovery so that we lay the foundations for a sustainable long-term future.

9. **Develop our people and future ways of working:** Invest in a sustainable and resilient workforce through recovery, learning from COVID-19 to embed flexible working, promote well-being and develop new ways of working.

10. **Deliver high performance by harnessing digital, data and making the most effective use of our resources:** Use data and technology solutions to drive investments and high performance; and develop a new framework to measure performance, investments and financial management.

Its important that we keep track of the difference this Recovery Plan is making over the next six months. We collect lots of data, and we will organise that data in a way that will give us a measure of our success. So what does success look like?

We'll know it's worked when…

Health

1. we sustain near zero new cases, week after week

2. we sustain zero deaths, week after week

3. no local lockdowns

4. increasing compliance and confidence in Test and Trace

5. increase in the take-up of the flu vaccination

Demand for our services

6. we have caught up with the demand for our services

7. people can access the quality services they need through a stable care market

8. the health and social care sector managed and coped with winter pressures

9. families and carers feel confident that children can get back to school and access the education they need

10. children can complete a full academic year, without any impact on their results

Wellbeing of our residents and communities

11. greater numbers of people are supported to improve their mental health, their well-being and recover well from the effects of COVID-19 including isolation and financial stress

12. more of our most vulnerable of our communities impacted most by COVID-19 receive the support they need to sustain resilience against any future impact

13. social value is an embedded part of our delivery, procurement and behaviours

14. poverty and food security is addressed and improved

15. greater numbers of our communities are supported through social action, mutual aid groups and volunteers to deliver solutions to local priorities

Jobs and business

16. greater numbers of individuals at risk of unemployment are supported, and where needed are helped to find work

17. greater numbers of businesses are supported to safeguard jobs, and to recover and adjust to drive future growth

18. greater numbers of businesses are involved in training, skills and career based activities

19. we have accelerated delivery of our capital works and infrastructure projects to support growth in housing, business and our town centres

Climate Change

20. carbon dioxide emissions have been reduced further towards our target of being carbon neutral by 2030

21. increased biodiversity and tree planting

22. Greater investment in sustainable transport e.g electric vehicles, cycle routes and public transport

Our Organisation

23. metrics show improved staff wellbeing e.g. mental health and wellbeing indicators, absence, staff turnover and employee engagement

24. the cost and carbon footprint of the council's property reduces

25. digital delivery of more council services means they are better and at less cost than before COVID-19

Section 4 Our recovery plan

The actions that follow explain what we will be doing to combat the impact of COVID-19 and deliver our recovery.

We will also ensure that all services we deliver and commission are COVID-19 secure and that the right COVID-19 safe advice and support is available to businesses and other services within our communities.   We want our customers, staff and communities to feel safe in accessing all the businesses, services and activities that are a normal part of their lives and to be confident that everyone has put in place the COVID-19 safe measures to do this.

Some of these actions are just for us but many involve working in partnership with other local councils, NHS, the Local Enterprise Partnership, Police, Police and Crime Commissioner, higher and further education institutions, private sector and voluntary and community sector colleagues from across Coventry, Solihull and Warwickshire .

Our actions focus on:

- protecting and improving health and wellbeing;

- containing the virus and its spread;

- supporting our economy to recover and thrive;

- supporting the education of our children and young people; and

- supporting those who are vulnerable and isolated.

Priority 1:
Contain the virus and promote physical and mental health and wellbeing

Promote the health and wellbeing of our communities, contain the spread of COVID-19 locally and target action to protect our most vulnerable residents and communities.

Accelerated action

1.1. Improve health and wellbeing outcomes for residents and tackle the impact of COVID-19 by using the findings from the Warwickshire health impact assessment.

1.2. Deliver the COVID-19 Outbreak Control Plan which aims to control local outbreaks and prevent local lockdowns in Warwickshire.

1.3. Work in partnership with local authorities, NHS and our communities to set-up and operate local testing units and build trust in Test and Trace.

1.4. Widen access to flu vaccinations for residents, council staff and providers, especially in the care sector.

1.5. Promote Dearlife.org.uk - a locally focused suicide prevention website which supports residents and their families.

1.6. Deliver and evaluate the impact of Creative Care Coventry & Warwickshire; a series of projects to tackle loneliness and isolation.

Applying learning from COVID-19

1.7. To address the impact on people's mental health, we will improve access to mental health and wellbeing services. Strengthen support for young people at risk of emotional or mental health issues, with a particular focus on preventing self-harm.

1.8. Publish Director of Public Health Annual Report and implement recommendations which will address the impact of COVID-19 on health and wellbeing.

1.9. Use findings from Warwickshire Population COVID-19 survey to inform future actions and plans.

1.10. The new Health Champions Service will work with more vulnerable residents to help them keep safe and improve their health and wellbeing.

1.11. Publish a revised COVID-19 Health and Wellbeing Strategy that reflects the learning and changes we need to make.

Laying foundations for the future

1.12. We will continue to work with our care homes and services to keep residents safe, providing ongoing support, training and advice on controlling the spread of the virus.

1.13. Implement the recommendations from the Public Health England Review of the Impact of COVID-19 on Black, Asian and Minority Ethnic (BAME) communities.

1.14. Put a plan in place for how we will manage demand through the winter when people are more vulnerable.

1.15. Put a plan in place to help residents lead a healthy lifestyle as part of managing the virus.

Priority 2:
Maintain resilient and sustainable services

Manage increased demand for services, especially hospital and social care services, and strengthen the care market.

Accelerated action

2.1.   Ensure health and care provision is COVID-19 safe, supporting the impact, management and recovery from the virus.

2.2.   Redesign our Reablement Service to increase capacity and prevent more hospitalisations.

2.3.   Agree supportive payment terms with Care Partners and Suppliers.

2.4.   Continue communication campaign to assure residents of safe services.

2.5.   Review of Warwickshire's Discharge to Assess Service to support timely discharge from hospitals, and keep care homes COVID secure.

2.6.   Ensure smooth and timely transition from hospital to care settings.

2.7.   Manage delayed and increased demand for children's services.

Applying learning from COVID-19

2.8.   Review impact of COVID-19 on services commissioned through other organisations so we are able to understand what changes may need to be made to be COVID-19 safe.

2.9.   Review adult social care guidance for hospital discharge and admission advoidance.

2.10.   Implement a single health and care record to share information on NHS and care team support and interventions.

2.11.   Secure provision of children's placements within Warwickshire.

2.12.   Use the learning from COVID-19 to further improve the experience for children and families in need of support and protection.

Laying foundations for the future

2.13.   Implement refreshed Health & Care commissioning plans.

2.14.   Continue to review Children and Family services against emerging government guidance.

2.15.   Support Carers to continue to meet care and support needs.

Priority 3:
Help our children and young people catch up on their education
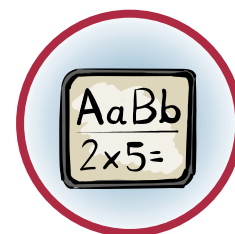
By returning to learning, improving access to digital resources and tackling attainment gaps.

Accelerated action

3.1.   Increase the number of digital resources available to support schools in meeting the needs of their pupils, especially in case of local outbreaks.

3.2.   Improve the support available to vulnerable children and young people.

3.3.   Provide training and skills development to education staff to improve the quality of learning for children and young people.

3.4.   Supporting groups of local schools with their recovery and resilience work to give school leadership and staff the confidence to open safely for the health of themselves and pupils.

3.5.   Supporting all children and young people and their parents to successfully return to education, and feel confident and secure in doing so.

3.6.   Launch a new education and safeguarding training and support package to keep all children and young people safe.

Applying learning from COVID-19

3.7.   Provide targeted IT and training to children and young people to enable them to use digital learning resources.

3.8.   Accelerate our skills and retraining plans across all education provision.

3.9.   Increase career adviser support for apprenticeship programmes to vulnerable and disadvantaged groups (including care leavers) whose opportunities have been reduced by COVID-19.

3.10.   Engage parents to accelerate and complement learning for children and young people within the home.

3.11.   Implement actions following the Ofsted and Care Quality Commission visits focused on understanding the experiences of children and young people with SEND and their families during the pandemic.

Laying foundations for the future

3.12.   Start the transformation of the Special Educational Needs and Disabilities and Inclusion service to support disadvantaged children and young people.

3.13.   Implement our Early Years Programme to support the best start in life for our youngest children who have missed out as a result of COVID-19.

3.14.   Promote programme for years 7-9 supporting their return to learning through out-of-school activities.

3.15.   Support delivery of the Child Friendly Warwickshire programme.

Priority 4:
Harness the power of our communities to tackle inequality and social exclusion

Champion equality and tackle the effects of poverty, vulnerability, isolation, loneliness and domestic violence; and support this by promoting increased and sustainable social action, volunteering and community capacity.

Accelerated action

4.1. Address poverty through promotion of the WCC Welfare Scheme and financial inclusion work. Continue to work in partnership to make best use of COVID-19 Government funds to ensure they have greatest impact.

4.2. Establish a Warwickshire Food Forum to co-ordinate work to tackle food poverty across Warwickshire and ensure access to food for the most vulnerable through innovative local projects, supporting the local food economy and existing provision, such as food banks and the Warwickshire Local Welfare Scheme.

4.3. Ensuring our services work closer with communities to increase the levels of self-help and volunteering.

4.4. Introduce citizenship courses for at risk young people as part of wider education programme.

4.5. Introduce Fire Fit pilot project to improve health and fitness in young people and their families in more deprived areas.

Applying learning from COVID-19

4.6. Prioritise the delivery of our plan to keep people safe from domestic violence or abuse.

4.7. Develop and implement an action plan to tackle isolation as a result of the impact of COVID-19.

4.8. Develop the digital platforms and technologies required to support community recovery.

4.9. Through high-quality volunteering opportunities, provide citizens with the skills and experience to get closer to the jobs market and secure employment.

4.10. Review our practices in relation to inequalities and COVID-19, including access to employment opportunities.

Laying foundations for the future

4.11. Use our experience of working with communities during lockdown to inform our future support to the voluntary and community sector.

4.12. Introduce a new citizen and community engagement framework to support the ongoing COVID-19 activities.

4.13. Identify the increased financial value of volunteering to show the benefit to the local economy.

4.14. Extend our contracts with Warwickshire Community & Voluntary Action, Citizens Advice and Equality & Inclusion Partnership to ensure continuity to provide the right level of support and apply what they've learnt from COVID-19.

Priority 5:
Support business and grow the economy

Build confidence in local businesses. Re-purpose town centres and create the conditions for business innovation and investment to drive economic growth.

Accelerated action

5.1. Provide business advice, marketing, promotional activity and physical measures to support businesses and town centre reopening.

5.2. Provide financial support for businesses through Government grants schemes and extending Small Capital Grants programme.

5.3. Better manage our road network using improved technology to provide better information.

Applying learning from COVID-19

5.4. Provide specialist business advice and associated grant funding.

5.5. Provide additional business support including digital, business resilience, plus access to employee wellbeing services for small independent, retail micro businesses.

Laying foundations for the future

5.6. Introduce new business growth programme focusing on existing businesses and their potential to generate significant income and growth.

5.7. Implement tourism and rural diversification programme including Social Enterprise Support and finance programmes.

5.8. Create a new employment space for the growing gaming and digital creative sector in Leamington.

5.9 Support future role and sustainability of our towns with partners and stakeholders.

5.10 Promoting Warwickshire on the national and international stage to attract new inward investment.

Priority 6:
Stimulate job creation and skills

Work with our partners in the Local Enterprise Partnership and higher and further education, to invest in getting people back into employment, or starting their careers, supporting skills, training and re-learning.

Accelerated action

6.1. Develop, promote and implement redundancy support packages for businesses and employees across Warwickshire.

6.2. Launch staff sharing model for businesses to avoid job loss and address skills shortages.

6.3. Support digital careers offer, including the creation of a future careers digital market place.

6.4. Develop the Warwickshire Skills Hub to promote information and support around careers, employability, upskilling and reskilling.

Applying learning from COVID-19

6.5. Work with at risk sectors to widen skills, and support business development into areas such as online retail to improve business survival.

6.6. As a result of changes in demand and course content as a result of COVID-19 review Adult Community Learning provision and adapt course delivery and content as appropriate.

Laying foundations for the future

6.7. Increase the number of supported internships, traineeships and apprenticeships for all young people.

6.8. Work with employers to promote and deliver an increased uptake of apprenticeships.

6.9. Support training providers and employers to upskill to reflect changes in employment opportunities.

6.10. Develop sector-based career pathways to promote continued learning and development and increase attractiveness. of key sectors.

Priority 7:
Invest in regeneration and a sustainable future

Invest in the regeneration of local areas, support housing growth, a fit for the future digital infrastructure and sustainable transport.

Accelerated action

7.1. To support businesses to trade online, people to buy online goods, children and young people to learn online, and people to work from home we will address issues of poor connectivity by accelerating development of digital infrastructure and improved coverage (fibre, 4G, mobile).

7.2. To support COVID-19 safe travel, improve air quality and promote health and wellbeing, we will accelerate delivery of dedicated cycle routes and walking friendly routes and pavements.

7.3. We will identify and reduce surplus space in our office-based estate as a result of the increase in home working saving money and reducing waste.

Applying learning from COVID-19

7.4. Progress use of digital technologies, including 5G to help with our economic recovery.

7.5. To support regeneration and the recovery of local businesses we will encourage

effective use of publicly owned property through multi-agency occupation and the development of a joint property database (One Public Estate).

Laying foundations for the future

7.6. To support the recovery of our local economy and the recovery of our town centres we will propose the creation of a Warwickshire Property Company.

7.7. We will develop a proposal for a Warwickshire Recovery Investment Fund and progress other capital investment to support the recovery of our local economy.

7.8. Working in partnership with Homes England, we will remove the blocks that have prevented some sites in Warwickshire from being developed, providing more and affordable housing whilst also supporting the recovery of our local economy.

7.9. We will progress housing and area regeneration schemes targeting Rugby, Nuneaton and North Warwickshire, to deliver on the housing needs of Warwickshire, and support the recovery of our local economy.

7.10. We will develop Local Transport Plan to prioritise investment in our transport network to support a low carbon future and rural connectivity to places of work, reduce congestion, and enabling the growth in housing.

7.11. We will advise and support businesses to reduce environmental impact, energy usage and emissions.

Priority 8:
Climate change

Make sustainability and tackling climate change central to our recovery so that we lay the foundations for a sustainable long-term future.

Accelerated action

8.1.　Produce an updated Climate Impact Assessment.

8.2.　Present energy reduction initiatives for WCC buildings.

8.3.　Implement Green Electricity purchasing options.

8.4.　 Investigate potential of installing solar panels on small holding farms to increase the use of low and zero carbon technologies.

8.5.　Deliver Warwickshire Switch and save scheme that gives residents an opportunity to join with others to take advantage of cheaper energy bills to help in taking people out of fuel poverty and improve their health and wellbeing.

8.6.　For immediate impact on carbon reduction, create a grant funding scheme available to our communities to take action on local carbon reduction initiatives and projects.

Applying learning from COVID-19

8.7.　Implement action plans for climate change commitments to consolidate the change in behaviours as a result of COVID-19.

8.8.　Seek to retain the reduction in carbon emissions as a result of COVID-19.

8.9.　We will reduce emissions by improving our ICT technology and its use supporting the ability to work from anywhere reducing the need to travel and delivering the most efficient systems.

8.10.　Respond to the National Resources and Waste Strategy consultation and prepare and implement a new Strategy.

8.11.　Implement a campaign to promote active travel including schools, residents and workplaces and work up proposals for investment in better walking and cycling infrastructure.

Laying foundations for the future

8.12.　Embed climate change considerations into everything we do.

8.13.　Devise a plan to achieve carbon neutral corporate buildings by 2030.

8.14.　Increase biodiversity and ecology through Green corridors, environment banks and tree planting, maximising use of available grants.

8.15.　Promote Warwickshire residents' participation in group buying and installation of solar panels onto the roofs of their homes to increase the amount of renewable energy generation in the county as well to decrease emissions of carbon dioxide.

Priority 9:
Develop our people and future ways of working

Invest in a sustainable and resilient workforce through recovery, learning from COVID-19 to embed flexible working, promote wellbeing and develop new ways of working.

Accelerated action

9.1. Complete roll-out of new telephony to WCC staff for external calls supporting staff to work from anywhere and keep services going.

9.2. Support staff to make best use of remote working tools allowing them to work more efficiently and to keep them safe.

9.3. Support managers with a learning programme to develop skills to remotely manage teams and services to ensure high levels of performance and staff wellbeing.

9.4 Review the Council's risk planning to reflect the impact of COVID-19 and that it supports all our recovery work.

9.5 Implement new contact centre telephony in Customer Service Centre supporting staff to work from anywhere, ensuring services remain open.

Applying learning from COVID-19

9.6 Develop the future plan for the use of our buildings including the workplace redesign to support new ways of working.

Laying foundations for the future

9.7 To make sure we have the right skills for the future we will refresh our workforce (Our People) strategy.

9.8 To support our staff to keep healthy and well we will start a sustainable and resilient workforce programme including wellbeing and sickness absence.

9.9 To support those who are vulnerable we will agree our Equality, Diversity and Inclusion programme and start to deliver the actions in this.

9.10 To continue to support our staff to innovate and consolidate the lessons learnt in responding to COVID-19 we will agree our innovation strategy and embed the behaviours into our culture and ways of working.

9.11 We will develop a proposal and agree our future plan for the use of our buildings.

Priority 10:
Deliver high performance by harnessing digital, data and making the most effective use of our resources

Use data and technology solutions to drive investments and high performance; and develop a new framework to measure performance, investments and financial management.

Accelerated action

10.1. Support new ways of working, support remote working and deliver efficiencies we will refresh our digital timeline setting out our approach to using digital technology.

10.2. Implement a new Data Strategy that will ensure we have the right data and analysis to improve services and complete projects to meet increased demand.

10.3. COVID-19 changed the way we work and the space we need to do this, we will develop plans to ensure our future office design continues to support this whilst also releasing space to be used for other purposes.

10.4. Implement new online document and records management system to enable more mobile working.

Applying learning from COVID-19

10.5 Continue to review, upgrade and replace our technology to support new ways of working both during and post COVID-19.

Laying foundations for the future

10.6 We will refresh our medium-term financial plan and capital spending programme, so that we can be clear about funding the recovery work.

10.7 We will develop a new performance framework for 2021-22 as part of the Council Plan using performance dashboards and metrics. This will provide a clear link between the outcomes of our Council Plan 2025; our strategies to deliver that plan and this recovery plan to demonstrate and share how well we are doing and make improvements along the way.

Section 5 Next steps

The actions set out within this plan build on momentum from the Council's current Change Portfolio and the immediate reinstatement of its services and work settings activity.

Where activity is new, we will work across the business, and with partners, to follow good business planning and governance processes; this will ensure we use resources effectively and deliver in a co-ordinated and effective manner.

We will continue to review activities across the change portfolio to ensure our resources are prioritised in accordance with this plan first and foremost.

As part of our annual business planning cycle, we will ensure we refresh the Council Plan and our Medium Term Financial Strategy to ensure that the costs of all the activity in this Recovery Plan is considered and encountered for.   The refresh will also embed any recovery priorities not yet delivered against the Council's existing outcomes and objectives. This means that the refreshed Council Plan will take account of any remaining recovery activity.

To ensure we hold ourselves to account, we will track our progress using a recovery dashboard and metrics showing our performance in delivering this plan. With these we will provide regular updates to our communities.