

RECOVERY

This is the Pendle Council Plan for Recovery from the Coronavirus emergency.

Recovery can be defined as **“The process of rebuilding, restoring and rehabilitating the community following an emergency”**.

It needs to be a coordinated process, supporting and sympathetic to the needs of the community and affected individuals, taking into account the resources available.

Coronavirus is different to any emergency we have experienced before and Recovery will also be different. It is not a major incident from which there will be a relatively swift recovery to normality. It will require looking ahead and planning, probably for the next 12 - 18 months.

It will be as much about transition as Recovery. There is unlikely to be a clear and definitive step change or handover from responding to the emergency to undertaking Recovery. For an unknown length of time Response activity will probably need to continue alongside Recovery activity. Response activity may need to increase at some point if there is a further wave of Coronavirus.

The focus and pace will be affected by national developments and decisions and their timing e.g. the return to school and the re-opening of various businesses. It will also be significantly affected by how successful are Government measures to stimulate the economy. Rapid, slow and volatile returns to previous conditions are all possible.

Recovery is in part about getting back to normality but equally importantly it is also about looking for opportunities beyond normal to bring about improvement, reorganisation and even regeneration.

To start with we will need to assess the impacts of the emergency both on the Pendle community as well as on the Council itself. These will be very varied and will be humanitarian, physical, psychological, economic, environmental and financial.

There will be role for the Council's elected members in identifying problems and vulnerabilities that will require attention. They also have a role in disseminating information and providing public reassurance.

For the Recovery of the wider Pendle community the Council will need to engage with businesses through the Vision Board and other organisations. Voluntary and faith groups will play a crucial role in assisting the Council.

For the Council there will be a rising expectation on the part of the public for interrupted services to be restored as promptly as possible. This will be alongside the need to maintain those which we were able to continue through the emergency.

Social distancing will be a major factor in how all Council services are delivered and employees managed for the foreseeable future. This will require detailed consideration including the need for PPE in some instances.

Throughout the process good and comprehensive external and internal communications will be vital.

The Strategic Crisis Management Team (SCMT) will oversee and coordinate the Recovery. It will continue to meet on a regular basis. It will take into account regulations, advice and guidance from the Government and the Lancashire Resilience Forum. Appropriate officers will be appointed to the Recovery groups set up by the LRF.

The tasks identified below have been given a priority rating of Essential, Important or Desirable and also given a target date. They will be kept under continuing review and reported as appropriate to the Council's Policy and Resource Committee.

RECOVERY TASKS

TASKS	LEADS	BY WHEN	PRIORITY RATING	PROGRESS/COMMENTS
STRATEGIC				
Undertake Impact Assessment of the Emergency	DL/PM	30 th September 2020	Essential	Scoping underway. Will need to be external i.e. impact on the Pendle Community and internal i.e. on the working of the Council.
Determine what opportunities may exist for longer term improvement and change	DL/PM	30 th September 2020	Important	Scoping underway. Will need to be external i.e. impact on the Pendle Community and internal i.e. on the working of the Council.
Set overall timescale targets for the various elements of the Recovery Plan	DL/PM	31 st May 2020	Important	Report on Plan to 25 th June P&R committee
Review Strategic Plan objectives, priorities and timescales	DL/PM/MM	31 st May 2020	Important	Report on updated Plan to 25 th June P&R committee
Review Service Plan actions, milestones and timescales	All service managers/MM	30 th June 2020	Important	Timetable for review agreed and underway commencing on 20 th May and plans to be finalised by 30 th June.
Review Strategic Risk Register	DL/PM/MM/CF/HC	31 st May 2020	Important	Report on updated Register to 23 rd July P&R committee
Review Decision making arrangements in particular the future timetable, programming of business and use of remote meetings	PM/JW	31 st May 2020	Important	Under continuous review by MT. Urgent business protocol and extended delegation in place. Remote meetings of area committees held week commencing 8 th June and meeting of P&R committee to be held 25 th June.
Recommence preparations for the all- out Council, LCC and PCC elections in May 2021	PM	31 st January 2021	Essential	Cabinet Office currently consulting Returning Officers on the practicalities.
Review the Financial Sustainability of the Council and the impact on the Medium Term Financial Plan	DL/VG/CF	31 st May 2020	Essential	Report to 25 th June P&R committee
Develop the 2021/22 Budget	DL/VG/CF	28 th February 2021	Essential	Initial report to 25 th June P&R committee

Resume meetings of JADU Group and review programme	PM/WD	30 th June 2020	Important	Meeting arranged for mid June using Microsoft Teams
Review the continuing need and format of the Community Support Hub and the staffing and financial resources available for this	DL/AG/NW/WF	31 st May 2020	Essential	Intention is to scale down to weekday opening in mid June and then in mid July incorporate into the Contact Centre.
Review need for continued support for foodbanks and storage of food parcels.	DL/DW/WF	31 st May 2020	Important	Continue support for time being and further review by 30 th June.
Continue to work through LRF to protect those at risk of coronavirus	DL/TH	31 st May 2020	Essential	Active participation in LRF continuing.
Continue to raise awareness of safeguarding of children and vulnerable adults, domestic abuse and Prevent	WF	31 st May 2020	Essential	<p>Awareness banners on bin wagons to aim to increase referrals to Social Care and Domestic Abuse services during lockdown.</p> <p>Linking with PDVI to support the CSP domestic abuse campaign, focusing on victim safety. Flyers, posters, roller banners and trolley coins have been produced and distributed widely. Social media has also been utilised.</p> <p>Information shared with schools/partners around Prevent referrals as well as the Team around the School (TAS) process</p>
Resume meetings of IT Steering Group, review progress on IT Roadmap and Digital Strategy and review ability of IT infrastructure to cope with a similar situation arising.	DL/PM/SA/MM	31 st May 2020	Important	First meeting held 14 th May.
Produce an updated Communications Plan with emphasis on clear messages, managing public expectations and ensuring public confidence	DL/PM/SL/AB	31 st May 2020	Important	Monthly work plans in place. High level Plan for next 3 months drawn up.
Review Generic Emergency Plan in particular to prepare for possibility of another emergency arising.	PM/DW	31 st July 2020	Important	Review now underway.
Review performance management	DL/PM/MM	31 st May 2020	Important	Timetable for review of Service plans

approach				includes review of performance indicators.
Resume meetings of Information Governance Working Group	PM/IGWG	30 th June 2020	Desirable	Microsoft Teams meeting held on 11 th June with monthly meetings to follow.
Resume meetings of Risk Management Group	DW	30 th June 2020	Desirable	Intention to use Microsoft Teams.
Undertake annual Health and Safety Audit	DW	30 th September 2020	Desirable	Planning started with QHS.
Maintain regular communications with councillors	DL/PM	31 st May 2020	Important	Weekly briefings now being sent to all councillors.
Produce a lessons learned and legacy of coronavirus debrief	DL/PM/TH	30 th October 2020	Important	Start made on collating and recording likely content.
Support re-opening of high streets.	PM/JW/NW	30 th June 2020	Important	Assessments made of town centres and signage etc put in place. Leaflets delivered to individual businesses. Each area committee has set up "task force" to take this forward.
STAFFING				
Continue to monitor sickness levels particularly coronavirus related and deal with health issues	JMcD	31 st May 2020	Important	Already underway
Continue to issue regular briefings to keep staff in the picture	JMcD	31 st May 2020	Important	Already underway with a weekly frequency.
Assess scope and appetite for continued homeworking via employee survey	JMcD	31 st May 2020	Desirable	Employee survey undertaken and reported to MT which shows excellent completion rate and largely positive response. Results circulated to all staff.
Review health and safety risk assessments and coronavirus precautions in buildings in light of more staff returning to the office and resumption of public access	All service managers	31 st May 2020	Essential	Initial assessment of office capacities, bearing in mind social distancing undertaken. Signage, provision of sanitiser, one way systems etc now in place.
Consider redeployment requirements and opportunities and future ability to recruit in the changed circumstances.	All service managers	31 st May 2020	Desirable	Survey of service managers undertaken and individual discussions continuing as appropriate with HR Manager.
Review suspension of flexitime	JMcD	30 th June 2020	Desirable	Significant level of homeworking likely to continue for several weeks at least.
Review future management of annual	JMcD	30 th June 2020	Important	Carry over of 2019/20 outstanding

leave				leave extended to end of July. Staff encouraged to take at least 2 days' leave per month. Collation of SCMT members' leave undertaken to ensure adequate level of management at all times.
Assess likelihood of personal injury claims from staff due to homeworking/ additional work/stress etc	JMcD/HC	31 st July 2020	Desirable	
PROVISION OF COUNCIL SERVICES				
General				
Give appropriate priority to the services identified as critical and essential	All service managers	31 st May 2020	Essential	Weekly reporting by service managers to SCMT confirms this is the case.
Prepare for return to previous or higher levels of demand or a different pattern of demand	All service managers	30 th June 2020	Important	
Ensure that service information pages on the Council website are kept updated	All service managers	30 th June 2020	Important	
Consider resource and management implications of dealing with additional disputes/claims/litigation	All service managers	30 th June 2020	Important	
Consider possible Insurance claims	All service managers	30 th June 2020	Important	
Collate and document relevant information and records	All service managers	30 th June 2020	Important	
Reinstate response times for Complaints and FOI requests	All service managers	30 th June 2020	Desirable	FOI requests are largely being answered within statutory time limit. Ombudsman to recommence investigations and taking on new complaints from 29 th June..
Where possible continue to use Microsoft Teams eg for multiagency meetings, interviews, engagement etc.	All service managers	30 th June 2020	Desirable	Microsoft Teams to be rolled out to appropriate staff by mid June.
Planning, Economic Development and Regulatory				

Plan for resumption of tourism activity	NW/MW	30 th June 2020	Desirable	
Reinstate normal level of Taxi and Other licensing services	NW/JA/MA	30 th June 2020	Essential	
Prepare for re-start of planning applications going to committee	NW	31 st May 2020	Essential	Testing of remote meetings undertaken. Applications needing to go to June round of area committees identified and reports prepared.
Review working practices for site visits with BC, DM and licensing staff	NW	31 st May 2020	Essential	Undertaken.
Housing, Health and Engineering				
Ascertain potential requirement for staff to undertake contact tracing	JW/PL	31 st May 2020	Essential	Government guidance is due imminently and there will likely be a requirement for Environmental Health staff to undertake some of this work. Now identified in the Business Continuity Plan as a critical service.
Review programme of capital and grant funded programmes	JW/JS	31 st May 2020	Important	Completed. Discussing with funding bodies where appropriate
Recommence Disabled Facilities Grants service	JW/PL	31 st May 2020	Essential	Developing protocols for staff to allow the service to recommence
Recommence all Environmental Health functions including food inspections	JW/PL	30 th June 2020	Essential	Now started.
Recommence full pest control service	JW/PL	30 th June 2020	Desirable	Now started.
Consider re-opening Town Hall reception point	SF	30 th June 2020	Desirable	To be considered alongside re-opening of Number One Market Street and implications for social distancing.
Reintroduce Parking Enforcement	SF	30 th June 2020	Desirable	Other Councils are intending to issue warning notices from 1 st June
Environmental				
Review demands on Bereavement Team	DW	31 st May 2020	Important	Demand has reduced after reaching a peak during early May. Levels are 100% higher than the same period in 2019 but remain manageable within the resources available.
Maintain usual refuse collections	DW	31 st May 2020	Essential	All refuse and recycling collections have continued to be delivered through the pandemic to date. Refuse weights have

				increased significantly averaging 80t higher than pre lockdown weights. Recycling has increased resulting in additional trailers being provided by LCC to clear materials from Farrington.
Assess impact of re-opening of Household Waste Recycling Centres	DW	31 st May 2020	Desirable	HWRCs re-opened on Friday 15 th May 2020. Initial findings based on weighbridge tickets show a reduction in grey bin collections averaging 6 tonnes per day so far.
Consider re-opening play areas and MUGAs	KR/KH	30 th June 2020	Desirable	Government Restrictions Regulations stipulate that these must still remain closed.
Consider re-opening of sports pavilions and changing rooms	KR	30 th June 2020	Desirable	Government Restrictions Regulations stipulate that these must still remain closed.
Resume engagement of District Enforcement	DW	30 th June 2020	Desirable	Provisional agreement with District Enforcement to restart 1 st July.
Financial				
Undertake review of financial impact of the pandemic on the Council	DL/VG/CF	30 th June 2020	Essential	
Optimise funding for Hardship Relief and Business Grants from Government	CF	30 th June 2020	Essential	
Complete closedown of 2019/20 accounts	CF	31 st August 2020	Essential	The latest statutory deadline for production of the draft statements is 31 August. Our target date, as agreed with External Audit, is 31 st July.
Review debt recovery processes and use of Discretionary Hardship Fund	VG/CF	31 st August 2020	Important	

Democratic				
Re-commence plans for the summer 2020 electoral canvass and community governance review	PM/JW/GT	31 st May 2020	Essential	Electoral canvass preparation started and national data matching exercise fixed for 23 rd June. Community governance review to start first week in June.
Complete costs claim for 2019 General Election	PM/GT	31 st December 2020	Essential	Further work undertaken.
Legal				
Review Land charges service in light of proposed transfer to Land Registry and restart of housing market	HC	31 st May 2020	Important	Transfer to Land Registry to start as from 29 th May. No impact as yet on workloads arising from restart of housing market.
Assess whether legal work meeting time limits and impact of delays in court hearings	HC	30 th June 2020	Important	All time limits on legal work so far met. Magistrates court continues to adjourn lowest priority cases eg local taxation and summary criminal matters. Two taxi licence appeals adjourned by court but no prejudice to the Council. Urgent interim ASBO injunction telephone application heard and obtained.
Localities and Policy				
Resume meetings of the Community Safety Partnership	WF/TH	30 th June 2020	Important	Assess the impact of coronavirus on crime and ASB and determine appropriate responses. If needed CSP meeting will be attempted on 10 th June.
Consider the future role of volunteering and how this can be managed taking into account flexibility of volunteers and social distance requirements	AD	30 th June 2020	Desirable	

Assess the impact of coronavirus on educational attainment	WF	30 th September 2020	Important	
Assess the impact of coronavirus on welfare support	GD	30 th September 2020	Important	
Liberata				
Review levels of revenues and benefits work	AS/CF	30th June 2020	Desirable	
Review impact on telephone contact centre of closing down of Community Hub lines	PO	30 th June 2020	Desirable	
Consider re- opening Number One walk in centre	PO	30 th June 2020	Desirable	To be considered alongside re-opening of Town Hall and implications for social distancing.
Pendle Leisure Trust				
Re- open leisure and arts facilities with appropriate re-marketing	AG	31st July 2020	Desirable	Detailed Recovery Plan in Appendix below
PENDLE COMMUNITY				
Business				
Engage with business groups eg Vision Board on how confidence can be maintained and further disruption can be limited	DL/NW	31 st May 2020	Essential	
Take forward Nelson Town Board initiative	DL/JW	31 st May 2020	Essential	Microsoft Teams meetings of the Board now being held.
Review specific impact on town centres and Colne Bid	DL/NW	30 th June 2020	Desirable	Latest Government indication is that retail sector will re-open on 15 th June. Guidance issued on social distancing, street signage and marking, advice to businesses etc. Action plan in preparation. Item on agendas for area committee June meetings.

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Version dated 17th June 2020

APPENDIX

PENDLE LEISURE TRUST COVID-19 BUSINESS RECOVERY PLAN

Pendle Leisure Trust was forced to close all of its facilities by the Government with effect from Saturday 21st March 2020.

This has placed considerable financial pressure on the Trust as a result of lost income.

However as an organisation we need to ensure that we are ready to reopen as soon as the Government permits, and that the conditions in which the facilities re-open remain both safe and financially viable for operation, based on putting the safety of our customers and staff first.

Depending on what ongoing restrictions will be still in place when we re-open, we must ensure that as an organisation we meet any future public health recommendations in relation to combatting Covid-19.

In addition, whether re-opening is to be phased or not, and / or social distancing is in place which therefore prohibits the Trust to be financially viable then this must be accompanied by additional Government and Pendle Borough Council support which must be in place to a date at which full service resumes and income levels achieved. The full recovery of the business may take up to 12 to 18 months.

The facilities and services delivered by Pendle Leisure Trust play a vital role in the health and wellbeing of the local community now and in the future. These are even more important now as we move towards recovery from COVID-19 and supporting communities to return to fitness, physical activity, the arts and culture and mental wellbeing.

As reopening starts to take place we need to base our decisions on new insights that reflect emerging needs and new priorities for both our customers and our employees. During lockdown people have embraced remote working, virtual and online classes and the flexibility to juggle work and personal activities. When we do reopen these experiences will shape how our customers want to use our services and how employees want to work.

The Plan is split into 5 key areas

- Financial
- Staffing
- Facilities / Workplace
- General
- Marketing

The Business Recovery Plan will be reinforced with a Sales Strategy to drive revenue alongside a Re-Launch / Marketing Plan in place.

<u>RECOVERY THEME</u>	<u>AREAS TO CONSIDER</u>	<u>RESPONSIBLE</u>	<u>OUTCOMES</u>
FINANCIAL			
	Cash Flow position	CEO/Finance Manager	Ok at present
	12 months Budget Forecast based on the assumption of no revenue until October -then 30% income for the rest of the financial year	Finance Manager	Completed and shared with PBC
	Financial Support from PBC	CEO/PBC/Finance Manager	Discussions being held
	Full Recovery - 12 - 18	ALL Managers	Ongoing - Unknown at the

months ? Potential decline in customer demand. Potential for over demand due to social distancing in place - not being fully operational	Re-build customer confidence that facilities are safe to return		moment
Debtors at Year End		Finance Manager	Work in progress
Rationalisation of Sites - Phased Opening of facilities		CEO / PBC	Waiting for direction from UK Govt
Reduced Opening times		CEO / PBC	As above
All sessions / classes / spaces to be pre bookable		CEO / Operations Manager	Work in progress
Hospitality- Bistro to reopen		UK Govt	Waiting for direction from UK Govt
Income affected due to ongoing social distancing measures in place - worst case scenario v best case scenario		CEO/Finance Manager	Work in progress
Sales Strategy required to drive revenue PLT Overarching Brand Sport Facilities <i>Memberships, Gyms, Fitness Classes, Feelgood Factory, Jnr Swimming Lessons, School Swimming, General Swimming Sessions Sports Halls - hires, General activities</i> Inside Spa Muni Theatre <i>Spa, Treatments, Retail Autumn/ Winter shows, Private Hires, Panto</i> ACE Centre <i>Autumn/ Winter shows, Function Suite, Regular Hires, National Theatre Live, Cream Tea Cinema, Bistro</i> Community Programmes <i>Together an Active Pendle, Up and Active, The Goodlife Project</i>		CEO/Publicity Manager/ Operations Manager	Completed
Look at all opportunities to make the business more streamlined and efficient		ALL Managers	Work in progress
Transfer of Muni / ACE tickets to rescheduled shows / refunds		Publicity Manager	Work in progress

	Introduce Contactless card payments only	CEO/Finance Manager	Work in progress
	Job Retention scheme until October	UK Govt	Guidance from UK Govt indicating the scheme will end in current format at the end of July
	Extend the VAT deferral period past June 2020	UK Govt	No update
STAFFING			
	Unfurlough Staff	CEO/HR Manager	Dependant on when facilities can open
	Managing change for staff returning to work	CEO/HR Manager	Plan in place
	Support staff wellbeing, mental health and potential anxieties	HR Manager	Plan in place
	Communication to staff before re-opening - standards etc	CEO / Operations Manager	Work in progress
	Extra resources required before re-opening	ALL Managers	Work in progress
	Ensure staff are trained and prepared	ALL Managers	Plan in place
	Extra training required depending on social distancing measures in place	ALL Managers	Work in progress
	Create Social Distancing Champions to demonstrate social distancing guidance to customers	ALL Managers	Work in progress
	Some staff where the business allows to continue to work from home	CEO/HR Manager	Work in progress
	Staff to change into uniform at work - need for storage facilities	ALL Managers	Work in progress
	Review office layouts - avoid hot desking / shared equipment / staff to work side by side	CEO/HR Manager	Completed at Head Office
	New Rotas in place	ALL Managers	Work in progress
	Complete Appraisals	ALL Managers	Ongoing
	PPE / Uniforms	ALL Managers	Work in progress
FACILITIES / WORKPLACE			
	Prepare for re-opening	ALL Managers	Work in progress
	Written Risk Assessment of work conditions for staff	HR Manager	Completed

	Adaptation of facilities if social distancing measures are in place e.g. Screens at receptions	CEO / Operations Manager	Work in progress
	Define number of customers allowed for maximum floor space at any one time	BD Manager / Ops Manager	Completed
	Look at flow routes / one way system around the buildings	BD Manager / Ops Manager	Completed
	Reduce congestion / avoid crowded reception areas	BD Manager / Ops Manager	Completed
	Look at positioning floor tape - 2m apart	BD Manager / Ops Manager	Completed
	Reconfigure seating and table areas	BD Manager / Ops Manager	Completed
	Minimise access and contact for staff in staff rooms / kitchens	BD Manager / Ops Manager	Completed
	Complete Deep Clean	ALL Managers	Work in progress
	Hand sanitiser in place at entry and exit points and in every space in the facility	ALL Managers	Work in progress
	Check all plant and equipment	ALL Managers	Work in progress
	Legionella checks etc.	ALL Managers	Work in progress
	Undertake maintenance where required	ALL Managers	Work in progress
	Replenish Stocks	ALL Managers	Work in progress
GENERAL			
	2 weeks notice required and clear guidance from Govt. required on social distancing measures to be in place	UK Govt	Waiting for direction from UK Govt
	Re-open Phase - Restricted Access	CEO / PBC	Currently working on 2m rule
	Review all Policies and Procedures	HR Manager	Work in progress
	Ensure uptodate Risk Assessments in place - social distancing etc.	HR Manager	Completed
	Update Cleaning Schedules etc.	ALL Managers	Work in progress
	Frequent cleaning of all facilities, space and equipment	ALL Managers	Work in progress

	Update COSHH Records	ALL Managers	Work in progress
	Funding Providers to discuss contracts / relaunch position / realign and reposition targets / funding streams	CEO / TaAF Programme Manager / Up and Active Manager	Work in progress
MARKETING			
	Re-open Date	UK Govt	Waiting for direction from UK Govt
	Partial Re-open	CEO/PBC/UK Govt	Waiting for direction from UK Govt
	Re-Launch / Marketing Plan Physical Marketing Campaign Digital Marketing Campaign Value of Trusts - non profit / community	CEO / PR Manager / Operations Manager	Completed
	Staff Sales and Marketing training	PR Manager / Ops Manager	Ongoing
	Be aware of Budget Gym re-opening Campaigns	PR Manager / Ops Manager	Ongoing