

## RECOVERY

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

In July due to the increase in numbers of positive test cases Pendle became an “area of enhanced support” and subsequently an “area of intervention” by the Government. This has led to the production of a Local Prevention Plan overseen by a multi agency Task Force. Additional restrictions have been imposed on the Borough and there is a concerted effort to increase testing.

This development has had a significant bearing on the delivery of the Recovery Plan with for example some staff deployed to areas such as contact tracing. Nevertheless the actions set out in the Recovery Plan remain in place and continue to be pursued.

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                                                                                                                                                                                  |
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| <b>STRATEGIC</b>                                                                                                           |                         |                                |                 |                                                                                                                                                                                                    |
| Undertake Impact Assessment of the Emergency                                                                               | DL/PM                   | 31 <sup>st</sup> December 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.<br>Report to be submitted to meetings of P&R committee and Council |
| Determine what opportunities may exist for longer term improvement and change                                              | DL/PM                   | 31 <sup>st</sup> December 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.<br>Report to be submitted to meetings of P&R committee and Council |
| Set overall timescale targets for the various elements of the Recovery Plan                                                | DL/PM                   | 31 <sup>st</sup> May 2020      | Important       | Report on Plan submitted to 25 <sup>th</sup> June P&R committee. Further progress report to 17 <sup>th</sup> September P&R committee.                                                              |
| Review Strategic Plan objectives, priorities and timescales                                                                | DL/PM/MM                | 31 <sup>st</sup> May 2020      | Important       | Report on updated Plan submitted to 25 <sup>th</sup> June P&R committee. New strategic objective of responding to the pandemic. Due to be presented to Council in September for formal approval.   |
| Review Strategic Plan and Service Plan actions, milestones and timescales                                                  | All service managers/MM | 30 <sup>th</sup> June 2020     | Important       | Plans finalised 30 <sup>th</sup> June, taking account of carry forward actions and strategic projects. Progress reported to Management Team 1 <sup>st</sup> September.                             |
| Review Strategic Risk Register                                                                                             | DL/PM/MM/CF/HC          | 31 <sup>st</sup> May 2020      | Important       | Report on updated Register to 28 <sup>th</sup> July Accounts and Audit Committee.                                                                                                                  |
| Review Decision making arrangements in particular the future timetable, programming of business and use of remote meetings | PM/JW                   | 31 <sup>st</sup> May 2020      | Important       | Under continuous review by MT. Urgent business protocol and extended delegation in place.<br>Remote meetings held since June in line with Government Regulations and guidance.                     |

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| Recommence preparations for the all- out Council, LCC and PCC elections in May 2021                                            | PM          | 31 <sup>st</sup> 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 <sup>st</sup> May 2020      | Essential | Report submitted to 25 <sup>th</sup> June P&R committee.                                                                                                                                                                                                                                                                                                                                                          |
| Develop the 2021/22 Budget                                                                                                     | DL/VG/CF    | 28 <sup>th</sup> February 2021 | Essential | Initial report submitted to 25 <sup>th</sup> June P&R committee. Further report on 2021/22 budget options to be submitted to P&R in October.                                                                                                                                                                                                                                                                      |
| Resume meetings of JADU Group and review programme                                                                             | PM/WD       | 30 <sup>th</sup> June 2020     | Important | Meetings resumed July 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 <sup>st</sup> May 2020      | Essential | Incorporated into the Contact Centre from mid July.<br>Emergency food parcels removed from Pendle Leisure Centre to allow for its re-opening on 25 <sup>th</sup> July.                                                                                                                                                                                                                                            |
|                                                                                                                                |             |                                |           |                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Continue to work through LRF to protect those at risk of coronavirus and to prepare for other potential emergencies.           | DL/TH       | 31 <sup>st</sup> May 2020      | Essential | Extensive active participation in LRF continuing.<br>Task Force established to manage Pendle Local Prevention Plan to respond to additional restrictions in Pendle and establishment of testing facilities.<br>LRF now reviewing future planning in particular around No Deal Brexit and winter severe weather and flooding incidents, alongside Covid 19.                                                        |
| Continue to raise awareness of safeguarding of children and vulnerable adults, domestic abuse and Prevent                      | WF          | 31 <sup>st</sup> May 2020      | Essential | Awareness banners on bin wagons to aim to increase referrals to Social Care and Domestic Abuse services during lockdown.<br>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.<br>Information shared with schools/partners around Prevent |

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|                                                                                                                                                                            |             |                                 |           | referrals as well as the Team around the School (TAS) process                                                                                                                                                               |
| 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 <sup>st</sup> May 2020       | Important | Monthly meetings now being held. Management Team to consider updated IT Strategy and Roadmap and Digital Strategy in early October prior to submission to P&R and Council for approval.                                     |
| Produce an updated Communications Plan with emphasis on clear messages, managing public expectations and ensuring public confidence                                        | DL/PM/SL/AB | 31 <sup>st</sup> May 2020       | Important | Weekly work plans now produced to respond to the rapidly changing situation particularly around restrictions and testing arrangements. Continued focus on key messages around social distancing etc.                        |
| Review Generic Emergency Plan in particular to prepare for possibility of another concurrent emergency arising.                                                            | PM/DW       | 31 <sup>st</sup> July 2020      | Important | Review now completed. Disaster Recovery Room tested and repairs undertaken.                                                                                                                                                 |
| Review performance management approach                                                                                                                                     | DL/PM/MM    | 31 <sup>st</sup> May 2020       | Important | Review of Service plans completed including review of performance indicators. Regular performance reporting also resumed.                                                                                                   |
| Resume meetings of Information Governance Working Group                                                                                                                    | PM/IGWG     | 30 <sup>th</sup> June 2020      | Desirable | Microsoft Teams monthly meetings now being held and reports back to MT.                                                                                                                                                     |
| Resume meetings of Risk Management Group                                                                                                                                   | DW          | 30 <sup>th</sup> June 2020      | Desirable | Microsoft Teams regular meetings now being held and minutes presented to MT.                                                                                                                                                |
| Undertake annual Health and Safety Audit                                                                                                                                   | DW          | 30 <sup>th</sup> September 2020 | Desirable | Planning started with QHS. To be conducted in September.                                                                                                                                                                    |
| Maintain regular communications with councillors                                                                                                                           | DL/PM       | 31 <sup>st</sup> May 2020       | Important | Weekly briefings now being sent to all councillors.                                                                                                                                                                         |
| Produce a lessons learned and legacy of coronavirus debrief                                                                                                                | DL/PM/TH    | 31 <sup>st</sup> December 2020  | Important | Start made on collating and recording likely content.                                                                                                                                                                       |
| Support re-opening of high streets.                                                                                                                                        | PM/JW/NW    | 30 <sup>th</sup> June 2020      | Important | Assessments made of town centres and signage etc put in place. Leaflets delivered to individual businesses. Widespread public promotional communications. Each area committee has set up "task force" to take this forward. |

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|                                                                                                                                                                   |                      |                            |           | <p>New pavement licences regime. Grant Action Plan submitted to MHCLG to support claim for allocation of £81,000.</p> <p>Town Centre businesses are visited to ensure they are Covid secure.</p>                                                                                                                          |
| <b>STAFFING</b>                                                                                                                                                   |                      |                            |           |                                                                                                                                                                                                                                                                                                                           |
| Continue to monitor sickness levels particularly coronavirus related and deal with health issues                                                                  | JMcD                 | 31 <sup>st</sup> May 2020  | Important | Already underway. Low levels.                                                                                                                                                                                                                                                                                             |
| Continue to issue regular briefings to keep staff in the picture                                                                                                  | JMcD                 | 31 <sup>st</sup> May 2020  | Important | Already underway with a weekly frequency.                                                                                                                                                                                                                                                                                 |
| Assess scope and appetite for continued homeworking via employee survey                                                                                           | JMcD                 | 31 <sup>st</sup> May 2020  | Desirable | <p>Employee survey undertaken and reported to MT which shows largely positive response. Results circulated to all staff.</p> <p>Further surveys undertaken to inform assessments of both return to the office and continued homeworking.</p> <p>Agile Working Strategy developed for submission to P&amp;R committee.</p> |
| 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 <sup>st</sup> May 2020  | Essential | <p>Initial assessment of office capacities, bearing in mind social distancing undertaken.</p> <p>Signage, provision of sanitiser, one way systems etc now in place.</p>                                                                                                                                                   |
| Consider redeployment requirements and opportunities and future ability to recruit in the changed circumstances.                                                  | All service managers | 31 <sup>st</sup> May 2020  | Desirable | Survey of service managers undertaken and individual discussions continuing as appropriate with HR Manager.                                                                                                                                                                                                               |
| Review suspension of flexitime                                                                                                                                    | JMcD                 | 30 <sup>th</sup> June 2020 | Desirable | Significant level of homeworking likely to continue until beginning of October at least.                                                                                                                                                                                                                                  |
| Review future management of annual leave                                                                                                                          | JMcD                 | 30 <sup>th</sup> June 2020 | Important | Carry over of 2019/20 outstanding leave extended to end of July. Staff encouraged to take at least 2 days' leave per month, and to have taken 30% of entitlement by September and 50% by December.                                                                                                                        |

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|                                                                                                         |                      |                            |           | Collation of SCMT members' leave undertaken to ensure adequate level of management cover at all times.                                          |
| Assess likelihood of personal injury claims from staff due to homeworking/ additional work/stress etc   | JMcD/HC              | 31 <sup>st</sup> July 2020 | Desirable | None received so far.                                                                                                                           |
|                                                                                                         |                      |                            |           |                                                                                                                                                 |
| <b>PROVISION OF COUNCIL SERVICES</b>                                                                    |                      |                            |           |                                                                                                                                                 |
| <b>General</b>                                                                                          |                      |                            |           |                                                                                                                                                 |
| Give appropriate priority to the services identified as critical and essential                          | All service managers | 31 <sup>st</sup> May 2020  | Essential | Weekly reporting by service managers to MT 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 <sup>th</sup> June 2020 | Important | Increased demands for bulky household waste collections. Additional slots opened but still beyond existing capacity.                            |
| Ensure that service information pages on the Council website are kept updated                           | All service managers | 30 <sup>th</sup> June 2020 | Important | Work on this continues bearing in mind other work priorities                                                                                    |
| Consider resource and management implications of dealing with additional disputes/claims/litigation     | All service managers | 30 <sup>th</sup> June 2020 | Important | So far has not proved to be a problem.                                                                                                          |
| Consider possible Insurance claims                                                                      | All service managers | 30 <sup>th</sup> June 2020 | Important | None so far.                                                                                                                                    |
| Collate and document relevant information and records                                                   | All service managers | 30 <sup>th</sup> June 2020 | Important | Underway.                                                                                                                                       |
| Reinstate response times for Complaints and FOI requests                                                | All service managers | 30 <sup>th</sup> June 2020 | Desirable | FOI requests are largely being answered within statutory time limit. Ombudsman recommenced investigations and taking on new complaints in June. |
| Where possible continue to use Microsoft Teams eg for multiagency meetings, interviews, engagement etc. | All service managers | 30 <sup>th</sup> June 2020 | Desirable | Microsoft Teams rolled out to all priority staff.                                                                                               |
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| <b>Planning, Economic Development and Regulatory</b>                                                    |                      |                            |           |                                                                                                                                                 |

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| Plan for resumption of tourism activity                                  | NW/MW    | 30 <sup>th</sup> June 2020 | Desirable | Government start date of 4 <sup>th</sup> July. Press release issued 14 <sup>th</sup> July detailing which attractions now open.                                                                                                                                         |
| Reinstate normal level of Taxi and Other licensing services              | NW/JA/MA | 30 <sup>th</sup> June 2020 | Essential | Underway.                                                                                                                                                                                                                                                               |
| Prepare for re-start of planning applications going to committee         | NW       | 31 <sup>st</sup> May 2020  | Essential | Remote meetings of area committees and P&R resumed June and continuing on monthly basis.                                                                                                                                                                                |
| Review working practices for site visits with BC, DM and licensing staff | NW       | 31 <sup>st</sup> May 2020  | Essential | Undertaken and guidelines issued.                                                                                                                                                                                                                                       |
| <b>Housing, Health and Engineering</b>                                   |          |                            |           |                                                                                                                                                                                                                                                                         |
| Ascertain potential requirement for staff to undertake contact tracing   | JW/PL    | 31 <sup>st</sup> May 2020  | Essential | This is identified in the Business Continuity Plan as a critical service. Local contact tracing went live on 25 <sup>th</sup> August. 10 staff have been trained as Contract Tracers from across the Service Area and there is additional work managing cases and data. |
| Review programme of capital and grant funded programmes                  | JW/JS    | 31 <sup>st</sup> May 2020  | Important | Completed. Discussing with funding bodies where appropriate                                                                                                                                                                                                             |
| Recommence Disabled Facilities Grants service                            | JW/PL    | 31 <sup>st</sup> May 2020  | Essential | Guidance for staff developed to allow the service to recommence. Staff are also doing Contact Tracing work.                                                                                                                                                             |
| Recommence all Environmental Health functions including food inspections | JW/PL    | 30 <sup>th</sup> June 2020 | Essential | Due to staff also doing Covid related work (business visits and Contact Tracing) an agency worker has been brought in to do some food inspections as a backlog is developing.                                                                                           |
| Recommence full pest control service                                     | JW/PL    | 30 <sup>th</sup> June 2020 | Desirable | Underway with appropriate safeguards in place for staff.                                                                                                                                                                                                                |
| Consider re-opening Town Hall reception point                            | SF       | 30 <sup>th</sup> June 2020 | Desirable | To be considered alongside re-opening of Number One Market Street and implications for social distancing.                                                                                                                                                               |
| Reintroduce Parking Enforcement                                          | SF       | 30 <sup>th</sup> June 2020 | Desirable | Reintroduced from beginning of July.                                                                                                                                                                                                                                    |
| <b>Environmental</b>                                                     |          |                            |           |                                                                                                                                                                                                                                                                         |
| Review demands on Bereavement Team                                       | DW       | 31 <sup>st</sup> May 2020  | Important | Demand has reduced after reaching a peak during early May. Normal                                                                                                                                                                                                       |



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|                                                                  |       |                            |           | demands remain manageable within the resources available. Increased requests for niche wall/ashes.                                                                                                                                                                                                                                                      |
| Maintain usual refuse collections                                | DW    | 31 <sup>st</sup> May 2020  | Essential | All refuse and recycling collections have continued to be delivered through the pandemic to date.<br>Recycling has increased.<br>Refuse weights have increased significantly averaging 57 tonnes in zones 1-5 and 83 tonnes in zones 6-10.                                                                                                              |
| Assess impact of re-opening of Household Waste Recycling Centres | DW    | 31 <sup>st</sup> May 2020  | Desirable | HWRCs re-opened on 15th May.                                                                                                                                                                                                                                                                                                                            |
| Consider re-opening play areas and MUGAs                         | KR/KH | 30 <sup>th</sup> June 2020 | Desirable | Government Restrictions Regulations amended to allow these to re-open and detailed guidance issued. Most open from 14 <sup>th</sup> July. Social distancing reminders and guidance on precautions notices displayed.<br>Nelson play areas and MUGAs subsequently closed in consultation with Nelson Town Council due to high local positive test rates. |
| Consider re-opening of sports pavilions and changing rooms       | KR    | 30 <sup>th</sup> June 2020 | Desirable | Government Restrictions Regulations stipulate that these must still remain closed.                                                                                                                                                                                                                                                                      |
| Resume engagement of District Enforcement                        | DW    | 30 <sup>th</sup> June 2020 | Desirable | Restarted 1 <sup>st</sup> July with emphasis on enforcement of PSPOs which are due to be implemented for parks from September.                                                                                                                                                                                                                          |
| <b>Financial</b>                                                 |       |                            |           |                                                                                                                                                                                                                                                                                                                                                         |

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| Undertake review of financial impact of the pandemic on the Council                     | DL/VG/CF | 30 <sup>th</sup> June 2020   | Essential | Monthly returns being submitted to Government detailing the impacts on the Council.<br>Report submitted to P&R committee in June setting this out and securing agreement to earmark £1.5 m from reserves to provide resource cover.                                             |
| Optimise funding for Hardship Relief and Business Grants from Government                | CF       | 30 <sup>th</sup> June 2020   | Essential | Hardship funding allocated to Council of £1.03m. Spend against this of £811.5k as at 8 <sup>th</sup> July.<br>Business grants of 321.5m paid out under national scheme to c2000 businesses.<br>Additional £700k paid out under Council's discretionary scheme to 95 businesses. |
| Complete closedown of 2019/20 accounts                                                  | CF       | 31 <sup>st</sup> August 2020 | Essential | Completed in time.                                                                                                                                                                                                                                                              |
| Review debt recovery processes and use of Discretionary Hardship Fund                   | VG/CF    | 31 <sup>st</sup> August 2020 | Important | Passive approach to debt recovery remains in place. Soft reminder letters issued in June for council tax non-payment. Sundry debtor, housing benefit and enforcement agent activity has recommenced (latter limited to back office work and pre pandemic debt).                 |
| <b>Democratic</b>                                                                       |          |                              |           |                                                                                                                                                                                                                                                                                 |
| Re-commence plans for the summer 2020 electoral canvass and community governance review | PM/JW/GT | 31 <sup>st</sup> May 2020    | Essential | Electoral canvass preparation underway and national data matching exercise undertaken on 23 <sup>rd</sup> June. First set off household forms sent out at beginning of August.                                                                                                  |

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|                                                                                                                                                     |       |                                |           | To be completed in time for publication of new electoral register on 1 <sup>st</sup> December.<br>Community governance review started first week in June with target date for completion of 13 <sup>th</sup> November.                                                                                                 |
| Complete costs claim for 2019 General Election                                                                                                      | PM/GT | 31 <sup>st</sup> December 2020 | Essential | Further work undertaken on claim.                                                                                                                                                                                                                                                                                      |
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| <b>Legal</b>                                                                                                                                        |       |                                |           |                                                                                                                                                                                                                                                                                                                        |
| Review Land charges service in light of proposed transfer to Land Registry and restart of housing market                                            | HC    | 31 <sup>st</sup> May 2020      | Important | Process of transfer to Land Registry started 29 <sup>th</sup> May and continuing.<br>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 <sup>th</sup> June 2020     | Important | All time limits on legal work so far met.<br>Magistrates' court continues to adjourn lowest priority cases eg local taxation and summary criminal matters.<br>Two taxi licence appeals adjourned by court but no prejudice to the Council.<br>Urgent interim ASBO injunction telephone application heard and obtained. |
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| <b>Localities and Policy</b>                                                                                                                        |       |                                |           |                                                                                                                                                                                                                                                                                                                        |
| Resume meetings of the Community Safety Partnership                                                                                                 | WF/TH | 30 <sup>th</sup> June 2020     | Important | Assess the impact of coronavirus on crime and ASB and determine appropriate responses. CSP meeting held 10 <sup>th</sup> 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 <sup>th</sup> June 2020     | Desirable | Emphasis has been on recruiting volunteers to help with testing and its promotion. Building Bridges is playing a major part in this.<br>Community Engagement Board established with weekly meetings.                                                                                                                   |

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| Assess the impact of coronavirus on educational attainment                                                            | WF    | 30 <sup>th</sup> November 2020 | Important | Work on this will start following return to schools from beginning of September.                                                                                                |
| Assess the impact of coronavirus on welfare support                                                                   | GD    | 30 <sup>th</sup> November 2020 | Important | Council staff have worked with Government departments to establish a pilot scheme of financial assistance to people on local incomes who are required to quarantine themselves. |
|                                                                                                                       |       |                                |           |                                                                                                                                                                                 |
| <b>Liberata</b>                                                                                                       |       |                                |           |                                                                                                                                                                                 |
| Review levels of revenues and benefits work                                                                           | AS/CF | 30th June 2020                 | Desirable | No significant impact so far.                                                                                                                                                   |
| Review impact on telephone contact centre of closing down of Community Hub lines                                      | PO    | 30 <sup>th</sup> June 2020     | Desirable | No appreciable impact experienced.                                                                                                                                              |
| Consider re- opening Number One walk in centre                                                                        | PO    | 30 <sup>th</sup> June 2020     | Desirable | To be considered alongside re-opening of Town Hall and implications for social distancing.                                                                                      |
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| <b>Pendle Leisure Trust</b>                                                                                           |       |                                |           |                                                                                                                                                                                 |
| Re- open leisure and arts facilities with appropriate re-marketing                                                    | AG    | 31st July 2020                 | Desirable | Detailed updated Recovery Plan in Appendix below                                                                                                                                |
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| <b>PENDLE COMMUNITY</b>                                                                                               |       |                                |           |                                                                                                                                                                                 |
| <b>Business</b>                                                                                                       |       |                                |           |                                                                                                                                                                                 |
| Engage with business groups eg Vision Board on how confidence can be maintained and further disruption can be limited | DL/NW | 31 <sup>st</sup> May 2020      | Essential | Meeting of Vision Board scheduled for early October.                                                                                                                            |
| Take forward Nelson Town Board initiative                                                                             | DL/JW | 31 <sup>st</sup> May 2020      | Essential | Microsoft Teams meetings of the Board now being held.                                                                                                                           |
| Review specific impact on town centres                                                                                | DL/NW | 30 <sup>th</sup> June 2020     | Desirable | Non essential retail sector re-opened 15 <sup>th</sup> June. Guidance issued on social distancing, street signage and marking, advice to businesses etc.                        |

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|                                                                                                                                  |          |                                |           | Standard item on agendas for area committees                                                                                                                                                                                                                                                                                                               |
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| <b>Voluntary and Faith Groups</b>                                                                                                |          |                                |           |                                                                                                                                                                                                                                                                                                                                                            |
| Engage with voluntary and faith groups to identify local capacities and expertise, coordinate activity and promote good practice | DL/TH/AD | 31 <sup>st</sup> May 2020      | Essential | Funding opportunities to support capacity of community, voluntary and faith groups promoted. Currently assessing demand for community support and working with CVS to consider future support mechanisms for vulnerable residents                                                                                                                          |
| Work with the Pendle Community Cohesion Action Network to consider the impact on local communities                               | WF       | 30 <sup>th</sup> November 2020 | Essential | Work with the network has continued throughout the pandemic.<br>A Community Engagement Board has been established in response to the local restrictions and the need to promote testing, with profiling work undertaken and an action plan developed.<br>Community volunteers including Building Bridges have worked with the Board on various activities. |
| Assess need for further assistance to Food banks and plan for reduction in supply of food                                        | DL/GD    | 31 <sup>st</sup> May 2020      | Essential | Working with the foodbanks through Pendle Food Alliance to consider medium and long term plans for the foodbanks. 2 foodbanks have successfully secured funding to help with future capacity. Pendle Food Alliance has secured a Lottery Grant to support development work, which will include coordination of Pendle's foodbanks.                         |
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Version dated 7<sup>th</sup> September 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 21<sup>st</sup> 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<br/>THEME</u> | <u>AREAS TO CONSIDER</u> | <u>RESPONSIBLE</u> | <u>OUTCOMES</u> |
|---------------------------|--------------------------|--------------------|-----------------|
|                           |                          |                    |                 |

|                  |                                                                                                                                    |                                                                 |                                                                                  |
|------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------|
| <b>FINANCIAL</b> |                                                                                                                                    |                                                                 |                                                                                  |
|                  | Cash Flow position                                                                                                                 | CEO/Finance Manager                                             | Potentially ok until January 2021 but under constant review                      |
|                  | 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 and reviewed monthly                               |
|                  | Financial Support from PBC                                                                                                         | CEO/PBC/Finance Manager                                         | Discussions being held- letter of financial support required from Council        |
|                  |                                                                                                                                    |                                                                 |                                                                                  |
|                  | Full Recovery - 12 - 18 months ?                                                                                                   | ALL Managers                                                    | Ongoing - Unknown at the moment<br>Numbers limited because of social distancing  |
|                  | Potential decline in customer demand.<br>Potential for over demand due to social distancing in place - not being fully operational | Re-build customer confidence that facilities are safe to return |                                                                                  |
|                  | Debtors at Year End                                                                                                                | Finance Manager                                                 | Completed                                                                        |
|                  | Rationalisation of Sites - Phased Opening of facilities                                                                            | CEO / PBC                                                       | Sports sites reopened from 25 <sup>th</sup> July with social distancing measures |
|                  | Reduced Opening times                                                                                                              | CEO / PBC                                                       | Normal opening times                                                             |
|                  | All sessions / classes / spaces to be pre bookable                                                                                 | CEO / Operations Manager                                        | Completed – temporary timetables in place                                        |
|                  | Hospitality- Bistro to reopen                                                                                                      | UK Govt                                                         | Still closed due to local restrictions and not currently financially viable      |
|                  |                                                                                                                                    |                                                                 |                                                                                  |



|          |                                                                                                               |                                                                                                                               |                                                         |
|----------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
|          | Income affected due to ongoing social distancing measures in place - worst case scenario v best case scenario | CEO/Finance Manager                                                                                                           | Completed                                               |
|          | Sales Strategy required to drive revenue                                                                      | CEO/Publicity Manager/<br>Operations Manager                                                                                  | Completed                                               |
|          | PLT Overarching                                                                                               |                                                                                                                               |                                                         |
|          | Brand                                                                                                         |                                                                                                                               |                                                         |
|          | Sport Facilities                                                                                              | <i>Memberships, Gyms, Fitness Classes, Feelgood Factory, Jnr Swimming Lessons, School Swimming, General Swimming Sessions</i> |                                                         |
|          | Inside Spa                                                                                                    | <i>Sports Halls - hires, General activities</i>                                                                               |                                                         |
|          | Muni Theatre                                                                                                  | <i>Spa, Treatments, Retail</i>                                                                                                |                                                         |
|          | ACE Centre                                                                                                    | <i>Autumn/ Winter shows, Private Hires, Panto</i>                                                                             |                                                         |
| STAFFING | Community Programmes                                                                                          | <i>Autumn/ Winter shows, Function Suite, Regular Hires, National Theatre Live, Cream Tea Cinema, Bistro</i>                   |                                                         |
|          | Look at all opportunities to make the business more streamlined and efficient                                 | ALL Managers                                                                                                                  | Ongoing                                                 |
|          | Transfer of Muni / ACE tickets to rescheduled shows / refunds                                                 | Publicity Manager                                                                                                             | Completed                                               |
|          | Introduce Contactless card payments only                                                                      | CEO/Finance Manager                                                                                                           | Completed wherever possible                             |
|          | Job Retention scheme until October                                                                            | UK Govt                                                                                                                       | Scheme will end in current format at the end of October |
|          |                                                                                                               |                                                                                                                               |                                                         |
|          |                                                                                                               |                                                                                                                               |                                                         |
|          | Unfurlough Staff                                                                                              | CEO/HR Manager                                                                                                                | Sports staff unfurloughed                               |
|          |                                                                                                               |                                                                                                                               |                                                         |
|          | Managing change for staff returning to work                                                                   | CEO/HR Manager                                                                                                                | Completed                                               |
|          | Support staff wellbeing, mental health and potential anxieties                                                | HR Manager                                                                                                                    | Completed                                               |

|                                   |                                                                                                |                          |           |
|-----------------------------------|------------------------------------------------------------------------------------------------|--------------------------|-----------|
|                                   | Communication to staff before re-opening - standards etc                                       | CEO / Operations Manager | Completed |
|                                   | Extra resources required before re-opening                                                     | ALL Managers             | Completed |
|                                   | Ensure staff are trained and prepared                                                          | ALL Managers             | Completed |
|                                   | Extra training required depending on social distancing measures in place                       | ALL Managers             | Completed |
|                                   | Create Social Distancing Champions to demonstrate social distancing guidance to customers      | ALL Managers             | Completed |
|                                   | Some staff where the business allows to continue to work from home                             | CEO/HR Manager           | Ongoing   |
|                                   | Staff to change into uniform at work - need for storage facilities                             | ALL Managers             | Completed |
|                                   | Review office layouts - avoid hot desking / shared equipment / staff to work side by side      | CEO/HR Manager           | Completed |
|                                   | New Rotas in place                                                                             | ALL Managers             | Completed |
|                                   | Complete Appraisals                                                                            | ALL Managers             | Ongoing   |
|                                   | PPE / Uniforms                                                                                 | ALL Managers             | Completed |
| <b>FACILITIES /<br/>WORKPLACE</b> |                                                                                                |                          |           |
|                                   | Prepare for re-opening                                                                         | ALL Managers             | Completed |
|                                   | 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 | Completed |
|                                   | 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                                         | Completed                             |
|                  | Hand sanitiser in place at entry and exit points and in every space in the facility                                                     | ALL Managers                                         | Completed                             |
|                  | Check all plant and equipment                                                                                                           | ALL Managers                                         | Completed                             |
|                  | Legionella checks etc.                                                                                                                  | ALL Managers                                         | Completed                             |
|                  | Undertake maintenance where required                                                                                                    | ALL Managers                                         | Completed                             |
|                  | Replenish Stocks                                                                                                                        | ALL Managers                                         | Completed                             |
| <b>GENERAL</b>   |                                                                                                                                         |                                                      |                                       |
|                  | 2 weeks notice required and clear guidance from Govt. required on social distancing measures to be in place                             | UK Govt                                              | Completed                             |
|                  | Re-open Phase - Restricted Access                                                                                                       | CEO / PBC                                            | Completed                             |
|                  | Review all Policies and Procedures                                                                                                      | HR Manager                                           | Completed                             |
|                  | Ensure uptodate Risk Assessments in place - social distancing etc.                                                                      | HR Manager                                           | Completed                             |
|                  | Update Cleaning Schedules etc.                                                                                                          | ALL Managers                                         | Completed                             |
|                  | Frequent cleaning of all facilities, space and equipment                                                                                | ALL Managers                                         | Completed                             |
|                  | Update COSHH Records                                                                                                                    | ALL Managers                                         | Completed                             |
|                  | Funding Providers to discuss contracts / relaunch position / realign and reposition targets / funding streams                           | CEO / TaAF Programme Manager / Up and Active Manager | Completed                             |
| <b>MARKETING</b> |                                                                                                                                         |                                                      |                                       |
|                  | Re-open Date                                                                                                                            | UK Govt                                              | Sports reopened 25 <sup>th</sup> July |
|                  | Partial Re-open                                                                                                                         | CEO/PBC/UK Govt                                      | Muni/ACE/Hospitality still closed     |
|                  | Re-Launch / Marketing Plan<br><br>Physical Marketing Campaign<br>Digital Marketing Campaign<br>Value of Trusts - non profit / community | CEO / PR Manager /<br>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 |