



Taking stock of the Council's Vision, Strategies and Plans in light of COVID-19

June 2020



A) The Council's vision and COVID-19

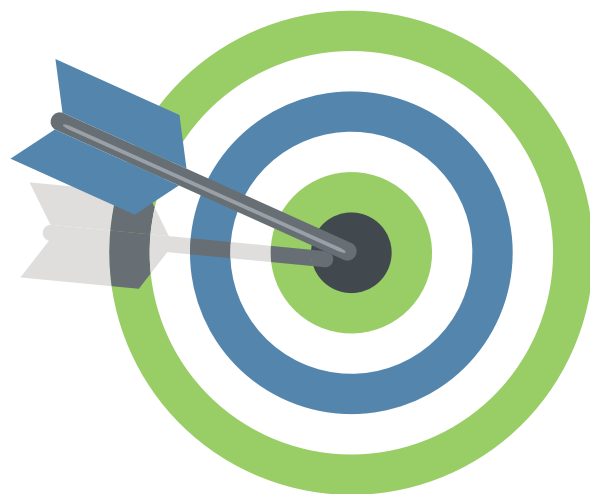
1. Our vision - as set out in the Council Plan 2020 to 2024 - for more prosperous and vibrant communities remains unchanged. Our areas of focus to deliver this vision are as important now as they have ever been:



2. Our communities face a different set of challenges and opportunities particularly in relation to the economy, health and wellbeing. We will therefore need to adapt the way we deliver against our vision for more prosperous and vibrant communities.
3. The demand for our services will change - in scale and in nature. There is likely to be less face to face contact, at least in the short to medium-term. The way in which services are provided will therefore need to adapt.
4. Our DNA and values remain unchanged: **Trust, Transparency, Pride, Listening to People and Positive Relationships.** We will continue to work flexibly as one team - both across the Council and with our partners.
5. The Council remains committed to achieving financial self-sufficiency. It is recognised however that this will now become more of a challenge. Financial risks will increase, particularly around income levels where collection rates for council tax and business rates, commercial rentals and Leisure Centre income will come under pressure.
6. Bringing our staff and services closer to our communities through an enhanced package of locality working (and how we interact with our communities) becomes even more important.
7. The Council will need to tailor a hybrid approach to decision making (including face to face and remote contact) which meets the needs of our Members.
8. The Council's remains committed to the creation of a modern and flexible physical office environment that meets the needs of our residents, staff and tenants (through the Community Hub project).
9. The Council is committed to enabling its residents to access services digitally and to enable its staff to work in a flexible and agile way. It is recognised that positive outcomes (for our communities and our staff) can be achieved without opening the Council's physical office on a five day a week basis.
10. The Council remains a commercially active organisation which continues to strive to operate in a more cost effective way, and which generates income that can be reinvested to provide local services to our community.



B) Strategies and COVID-19



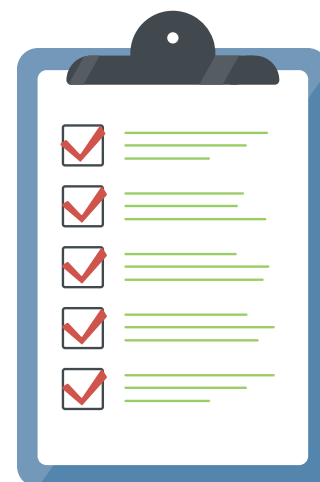
1. The Council Plan 2020-2024 remains unchanged and will drive our recovery response.
2. The Medium-Term Financial Strategy will retain a desire for a 5-year balanced budget and maintain at least a 3-year balance.
3. The Transformation Programme will remain committed to more agile and digital ways of working and will be accelerated as part of our recovery response.
4. The provision of quality leisure services remains critical to the Health and Wellbeing of our communities.
5. We will continue to invest in our staff and Members. Delivering a flexible and agile workforce remains the focus of our Workforce Development Strategy.
6. The Capital Strategy and Commercial Asset Strategy will continue to apply the principles of risk and reward (balance), and value for money in all capital decisions.
7. Developing stronger three tier working arrangements through a 'Localities +' model, which empowers local communities, remains a strategic priority.
8. We are committed to deliver a package of support that builds trust, relationships and growth with our businesses to foster and nurture prosperity in the District.



C) Plans, tasks, actions and COVID-19

Anticipated amendments to plans include (but are unlikely to be limited to):

- Individual Service Plans have been revisited and updated in light of COVID-19.
- The 2020/21 budget (and MTFs) will be updated at the end of Q1.
- Increased profile of debt recovery (including collections rates) within financial monitoring.
- Reconsider capital programme and borrowing options.
- Resource, Planning and Prioritisation (RPP) will be reframed around the updated priorities which arise from the 'new norm' and the recovery programme.
- The scope of the Transformation Programme will be revisited and updated (if appropriate) - and will consider additional technology requirements and/or GDPR controls.
- The feasibility of reducing the desk to staff ratio to at least 5 to 10 (from 6 to 10) will be explored.
- Paperless plans to be accelerated.
- The business case for the Community Hub project will be updated.
- Delivering services to residents differently (without the need to open the Council office five days per week) to be accelerated (accepting that we also have a landlord role for our tenants).
- Review workforce policies for our staff (re flexible and more agile working pattern across a seven day week).
- Commercial plans and income generating activities continue to be reviewed.
- Survey work on Leisure centre investment to be completed.
- Training plans to be updated and accelerated where needed following agile survey.
- Business continuity plans will be reviewed to understand the impact of new ways of working.
- Community Innovation Fund to be targeted to voluntary organisations that are supporting the community to recover from COVID-19 in 2020.
- High Street recovery - council wide approach - building confidence with businesses.
- Marketing plan - support business and promote - Stay local, shop local, spend local marketing promotion plus consideration of staycation opportunities.
- Changes to constitution e.g. Standing Orders for meetings .
- Clarify Code issues (currently out for consultation on new model code).
- Revisit category 1 responder arrangements and resources.



NB: It should be noted that a general principle underpinning all of the above is the ability to scale up and scale down response based on any further outbreaks of COVID-19.