

DRAFT

Covid-19 City Recovery Programme	
Project or Programme Name	Covid-19 City Recovery
Directorate / Service	Citywide and Corporate Programme
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1. Programme Definition

The BHCC Covid-19 Response Programme has been managing and delivering the council wider response to the Covid-19 outbreak. The Covid-19 outbreak represents an unprecedented challenge for Brighton & Hove and major shock to the city's economy and communities. After the initial focus on the immediate crisis response measures, the Council and its partners need to consider the longer term implications and start planning a recovery programme to support the city once the outbreak stage of the virus has completed.

This document outlines the proposed Programme governance and management arrangement for the recovery phase of the outbreak.

This document describes how the City Recovery Programme will align with governance structures from central government, regional groups via the Local Resilience Forum, LEP, Greater Brighton and South East 7 and local response.

This document is likely to change at regular intervals and updates will be monitored with version control.

2. Programme Objective

The core objective of the Programme is to develop a co-ordinated recovery programme that will guide the city and the council through the transition from the emergency response of the outbreak phase of the pandemic towards the steady state post-pandemic.

This Programme Initiation Document sets out the recovery structure for initiating and organising a series of co-ordinated multi agency actions, during the recovery stage(s) following the Covid-19 outbreak affecting the communities and/or environment of Brighton & Hove.

This Recovery Programme sets out the recovery structure, for Brighton & Hove City Council and builds on the Sussex Resilience Forum Recovery Plan which Sussex Resilience Forum (SRF) members and other organisations would use to co-ordinate their efforts to help affected communities to recover and establish a new normality following a major emergency in Sussex. It also has been developed in line with the Brighton & Hove Recovery Plan developed by the city council's Emergency Planning Team.

The core objectives of the Recovery Programme are to:

- Manage and assess the impacts and risks that have arisen as a result of the Covid-19 outbreak
- Ensure resilience corporately and for our communities and economy
- Identify and implement appropriate mitigation as part of the recovery process
- Assist our affected communities towards the management of their own recovery
- Provide initial arrangements for leadership, multi-agency co-operation and priority setting by responder organisations and to ensure recovery of statutory services.
- Proposed early community engagement with community and leaders
- Deliver early information on recovery as soon as possible, and
- Provide a visible, tangible response to the affected community

3. Scope

The programme has been divided into two core areas:

- The **external city-wide** recovery programme
- An **internal corporate (council)** recovery programme

The overall programme will be co-ordinated by an officer co-ordination group with Member oversight from a Policy & Resources Sub-Committee. Each programme has a number of thematic workstreams or subgroups, which will each develop a clear action plan to drive recovery in that thematic area.

It is not proposed to create a long-term plan at this point. The focus is likely to be upon a more scenario-based approach to strategic planning, with the programme focused upon shorter planning bursts that contemplate the next 3-6 months up to an 18-month period.

It is acknowledged that the scope of the programme will involve seeking to work with stakeholders and partners across a wider context than just the council or the city.

Recovery planning is based upon:

- Ensuring that we have a knowledge and understanding of the impact of the outbreak to date

- Undertaking scenario planning at this stage – needs to involve stakeholders and partners
- Identification of critical uncertainty – length of restrictions, business survival rates, visitor impact etc
- Development of Plausible scenarios
- Identifying the implications and required actions, along with the Who, What, When , where, How, AND Cost / resource required
- Need to ensure that plans / strategies are adaptable to each scenario, and scenarios in between

Success factors for the City Recovery Programme include:

- Setting agreed goals – economic, social, environmental
- Achieving clarity of roles through agreement
- Needs to be responsive and flexible / adaptable – no certainty
- Needs to prioritise and take difficult decisions
- Needs to respect sovereignty of different partners
- Harness totality of city resources
- Have clear lobbying priorities for central government

Linking to the Corporate Plan and Directorate Plans

The Corporate Plan Priorities can remain central to recovery planning

- Community wealth Building – Can form basis of community aspect of recovery
- Homelessness and Housing – Increased leverage/ pressure to provide solutions
- Net Zero Carbon – Opportunities for adapting to new situation / possibilities – transport reduction, home working etc.
- A well run Council- regarding the council's finances and internal processes to ensure stability

There will also need to be consideration of specific service impacts – pent up demand, services catching up, Fees and charges / lost income / Life Events, Schools.

4. Timescales

The Programme will have three Phases:

Phase 1. April 2020 – July 2020	Development of City Recovery Programme and establishing workstreams and recovery plans
Phase 2. July 2020 October 2020	Delivery of initial exit strategy (from lockdown arrangements and initial recovery plans)
Phase 3. October 2020 Onwards	Delivery of recovery plans and transition to steady state / new normal

It is recognised that the recovery may not progress on linear path with a smooth transition from the outbreak phase to the recovery phase. It is possible that the city may move in and out of restrictions to control the outbreak. The timetable and delivery of the recovery programme will need to flex to take account of this.

5. Programme management team structure

The development and delivery of the Programme will be overseen by Recovery Co-Ordination Group made up of ELT, the Leader and the Deputy Leader. A programme manager(s) will oversee the day-to-day co-ordination and secretariat of the programme.

Each sub-group of the programme will have an lead officer, and identified project manager, and agreed terms of reference.

6. Governance structure

There are a range of stakeholders and partners who will need to be involved and engagement in the City recovery programme. There are a range of stakeholders and partners who will need to be involved and engagement in the City recovery programme. Whilst Brighton & Hove City Council will have democratic oversight and decision making, the governance of the programme is designed to ensure that Brighton & Hove Connected partners and stakeholders from across the city are able to contribute. The city council has a key role to play in the overall co-ordination and oversight of the programme, whilst not always delivering every element

Governance will include:

- BHCC – Full Council, Committees, for formal Decision making
- Consultation and engagement with Group Leaders, Unions and staff City Management Board – Independent organisations, Anchor organisations, resource holders,
- BH Connected partners – Assisting with planning, resource holders,
- Community members and groups – assets , beneficiaries, influence, trust
- Businesses – Anchors, resources, cash and support
- CVS – Connectedness, trust / goodwill, eclectic/ diverse
- Central government – Policy prescription – local interpretation
- MPs

BHCC has a key role to play in the overall co-ordination and oversight of the programme, whilst not always delivering every element.

Policy & Resources (Recovery) Sub-Committee

The recovery programme is significant and will impact on all aspects of life in the the City and the region as well as nationally. Given the scale of the challenge, it would not be practicable or most effective to deal with it using existing democratic decision-making arrangements. It is therefore proposed to establish a single purpose Policy & Resources Sub-Committee to provide cross-party oversight and decision making for the recovery programme.

Recovery Programme Sub-Groups

Each thematic sub-group will be tasked with scenario planning, to begin planning now for the recovery, so that when current restrictions are lifted the city is ready to move to recovery. Thematic sub-groups will be developed as the need arises but are likely to include:

For the Citywide element of the Programme:

- Events & Economy

- Infrastructure
- Community Wealth
- Environment & Climate Change
- Housing & Homelessness
- Social Welfare & Health
- Crime & Community Safety
- Education & Skills

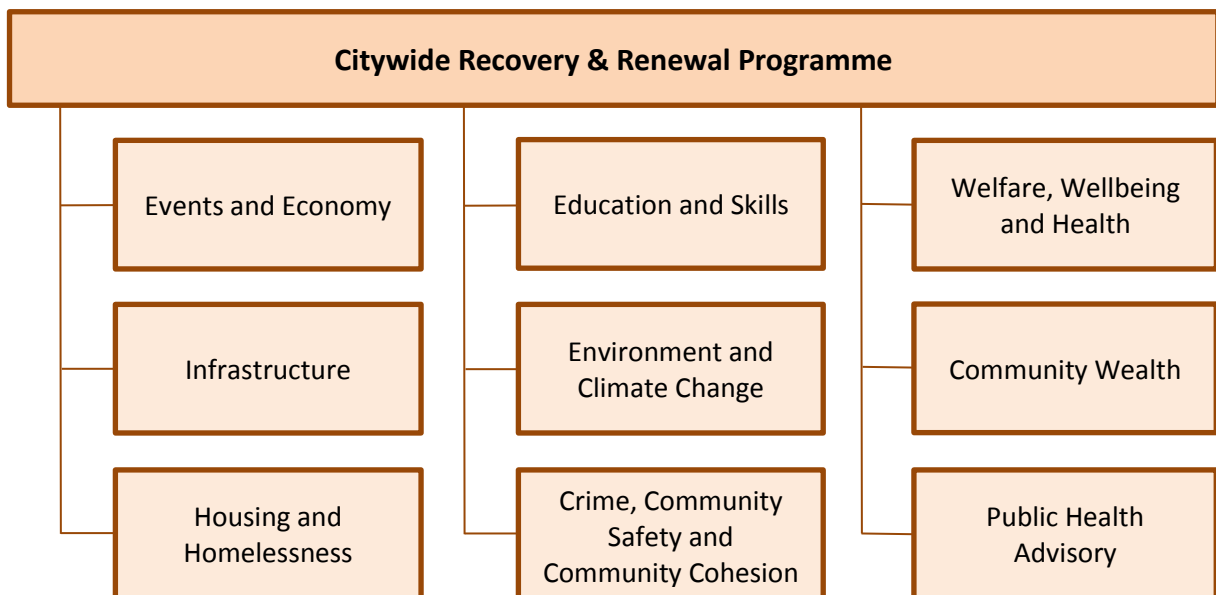
For the internal corporate (council) element of the programme:

- Workforce & Human Resources
- Financial Recovery & Resilience
- Legal
- Directorate level Recovery Plans

The Council is experiencing significant financial impacts as a result of the Covid-19 outbreak. The government has announced funding support for local authorities to mitigate the financial impact. However, if the funding does not match all of the additional costs and income losses experienced by the council it could impact upon financial resilience in the medium term. The Recovery Programme will include work to recover the financial resilience of the council.

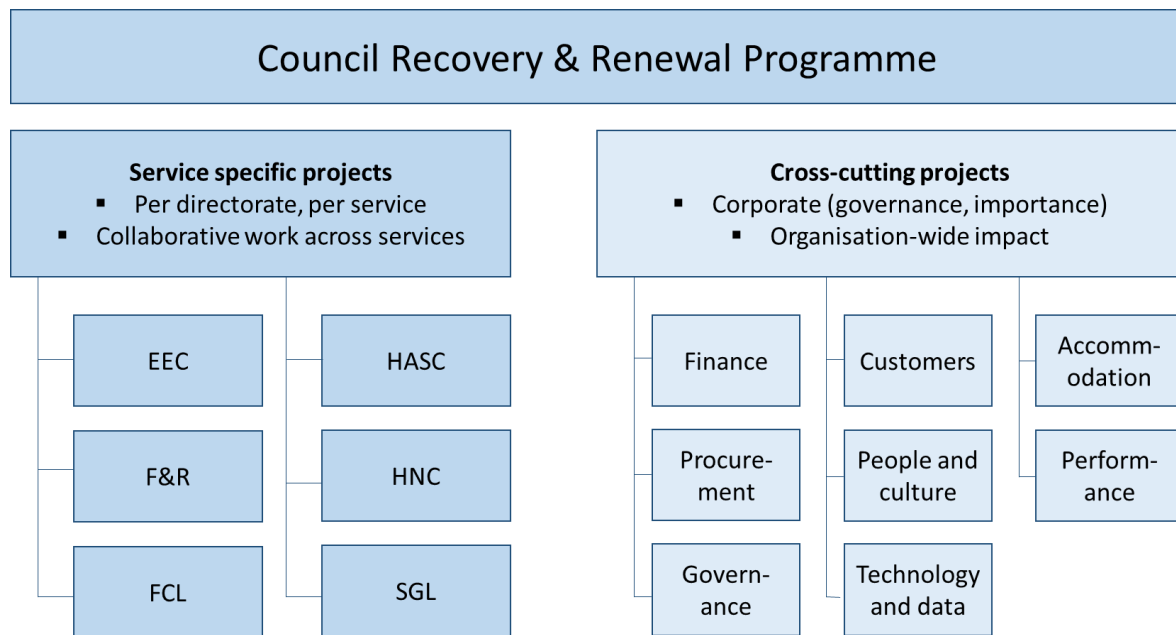
The internal element of the programme will also involve each directorate considering the timing and phasing of re-opening services that have been closed and reduced in line with government restrictions and guidance during the outbreak. Each directorate will also review their 2020/21 directorate plans so that milestones and priorities reflect the impact of the Covid-19 outbreak.

City Wide Recovery Programme



N.B. Thematic subgroups will be developed as the need arises so may not include all of the above.

Corporate (internal council) Recovery Programme



N.B. Thematic subgroups will be developed as the need arises so may not include all of the above.

Scenario-Building

Clearly the operating environment brought by COVID-19 has been disruptive. Today, there are many nuanced uncertainties at play that need to be considered. None of us knows when the current situation will end, but the ambiguity of the given circumstances in which we find ourselves should not stop us from moving toward the future by first exploring possible realities. The Recovery Programme will aim to be the vehicle to get the city moving towards a future and arrive better prepared and more resilient to future economic and community shutdowns should they take place.

The fundamental questions that each thematic sub-group will consider when developing their recovery plan include: What are the possible future scenarios we see, and which are the most probable given what we know now? Once potential futures have been explored, including consideration of which one or combination is most likely bear out, the sub-group will create a plan to put into future motion.

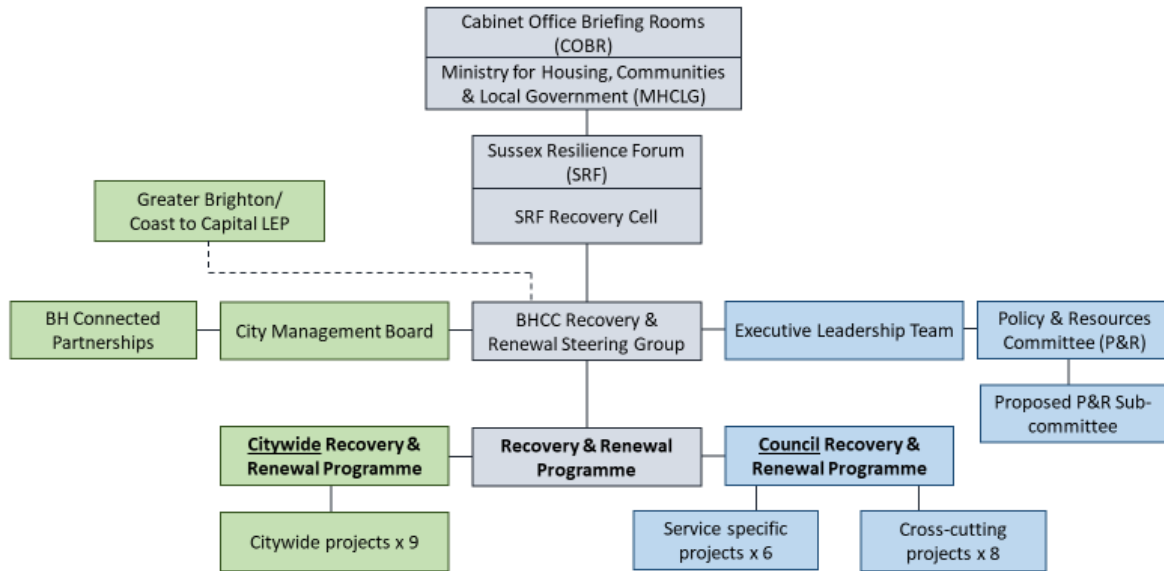
Each sub-group of the Recovery Programme will also consider any implications of the Brexit transition period and negotiations between the UK and EU

7. Links to Local Resilience Forum Recovery Cell

Local Resilience Forum – The Sussex Resilience Forum (SRF) is the LRF for all of Sussex. A Local Resilience Forum (LRF) is not a legal entity, nor does a Forum have powers

to direct its members. Nevertheless, the CCA and the 2005 Regulations provide that responders, through the Forum, have a collective responsibility to plan, prepare and communicate in a multi-agency environment. A total of 42 LRFs have been established and serve communities defined by the boundaries of Police Areas across England and Wales.

The programme governance structure will be designed to align with the LRF Recovery Cell governance.



8. Links to City Management Board and Greater Brighton Economic Board

The City Management Board (CMB), as the delivery arm of Brighton & Hove Connected, is engaged on strengthening and focusing the totality of public service delivery within Brighton & Hove. The board is made up of the key public service decision makers in the city in order to focus on delivery improvements city-wide. The City Management Board will be key to ensuring that all of the city’s public sector agencies and engaged and involved in the design and delivery of the city wide recovery programme.

The Recovery Programme will also input into and influence the development of wider recovery planning at the Greater Brighton city region level.

9. Community Engagement

Community Engagement

We will engage with local communities and businesses through Brighton & Hove Connected and the different partnerships that sit below that as well as direct engagement with specific communities on an issue by issue basis.

10. Risk Management

Risk Register to be developed by each sub-group with oversight from Recovery Co-ordinating Group.

11. Communication Management

Communications Plan to be developed by each sub-group with oversight from the Recovery Co-ordinating Group.

12. Quality Assurance and Monitoring

Consideration of establishing an Experts Panel such as the Greater Brighton Infrastructure Panel.

13. Resources

The programme will require significant officer resource to administer and deliver the sub-group and well as capacity from partners and stakeholders. Programme coordination and management will be provided by the corporate Programme Management Office.

14. Equality Implications

An aspect of the work on the recovery programme will look at issues of community cohesion, protecting the most vulnerable, enhancing equalities and building on the good will generated among people of different backgrounds during the crisis

15. Links to other Strategies and policies

The Council's core plans and strategies will remain central to recovery planning. These include, the Corporate Plan, Our People Promise, the Economic Strategy, the Local Transport Plan, the Medium Term Financial Strategy.