

## **Cabinet Meeting on Wednesday 17 June 2020**

### **Impact of COVID-19 on SCC Communities, Economy, and Organisation and Recovery Approaches**



**Cllr Philip Atkins, Leader of the Council said,**

“Throughout this pandemic, the people of Staffordshire have pulled together to help keep people safe, protect the vulnerable and support one another.

While the shadow of Covid-19 will undoubtedly be felt for some time, it is the resilience and spirit of Staffordshire people which will help us bounce back from this crisis.

It is great to see more pupils back at school, more people back at work and more businesses reopening their doors.

With lockdown restrictions continuing to be eased it is important that we all stick to the rules to prevent a second peak infection, which could undo much of the progress made.

We will of course not forget the huge toll Covid-19 has already taken on the county, but our priority now must be on looking to the future, kick starting our economy and reopening this county for business, for investment, for growth and ultimately for the benefit of Staffordshire families.”

#### **Report Summary:**

This paper details the approach that Staffordshire County Council will take to our planning and recovery from the COVID-19 pandemic. It identifies the high-level impacts of COVID-19 on our communities, the economy and organisation and includes the timescales for easing restrictions.

It also describes the learning that has been taken from the response phase, the high-level priorities for recovery across the council and our progress against these.

We recognise that this will not be a traditional recovery and it will take an extended period of time therefore regular reports on progress will be brought to Cabinet for decisions and updates where appropriate.

#### **Recommendations**

I recommend that Cabinet:

- a. Note and endorse the approach to recovery

- b. Endorse the approach to understanding the impact of COVID-19
- c. Endorse the high-level priorities and plans from each of the recovery areas contained in appendices 2-9

|                               |
|-------------------------------|
| <b>Local Members Interest</b> |
| N/A                           |

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#### **Recommendations of the Leader of the Council**

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#### **Report of the Director of Corporate Services**

##### **Reasons for Recommendations:**

##### **Background**

1. On 27th April 2020 the SCC approach to recovery from COVID-19, the establishment of the SCC Planning and Recovery Group, its purpose, objectives, governance structure and terms of reference, principles for recovery and a high-level timeline for recovery, for use in planning was endorsed and agreed. (Appendix 1: SCC COVID-19 Planning and Recovery Group).
2. The SCC Planning and Recovery Group is now meeting weekly and linking to the multiagency Staffordshire Resilience Forum's Recovery Coordinating Group (RCG), which is meeting every 2 weeks. This RCG co-ordinates multi-agency actions, and is jointly chaired by Chief Executive John Henderson, and Jon Rouse, City Director, Stoke-on-Trent City Council.
3. A paper detailing the SCC response to the COVID-19 emergency, requesting that thanks be extended to our staff, care workers and volunteers for their efforts to support the response, and seeking approval for financial measures related to the emergency response, was agreed by Cabinet on 20<sup>th</sup> May 2020.

##### **Approach to Recovery**

4. This is not recovery as we have previously known it. The COVID-19 pandemic is the biggest, longest, deepest peacetime emergency we have ever faced, and it is unlikely the world will ever be the same again – it has changed in ways we could not have anticipated.

5. The public health measures that we have to put in place to manage this (social distancing, infection prevention and control) will be with us for some time and “going back to normal” is not an option in the short or medium term
6. So, planning and delivering “recovery” will be different from other recoveries that we have previously managed. The virus may re-emerge as lockdown is eased and restrictions are lifted, possibly over a period of a year or more, and therefore there will be no straightforward handover from response to recovery. Flexibility will be required.
7. We need to start recovery by understanding the impact that this emergency has had on our communities, economy and organisation; the likely timescales for easing of government restrictions; the decisions that we have made during the emergency period and what these have meant for SCC; and the threats and opportunities that these have provided.
8. We have organisational backlogs to manage, demand increases are expected in some areas, provider markets have been de-stabilised, the voluntary sector will be fragile, there will be unmet and changing vulnerabilities that will have emerged within our communities, and there is an extensive economic and business impact, with related human costs.
9. However, change can be a good thing. We acknowledge that there were things we wanted to change prior to COVID-19 – this is why we had a corporate transformation plan and our response to COVID-19 has accelerated some of that change. Out of necessity we have made a lot of progress in a short space of time and there are many aspects of this that we do not want to lose.
10. As an organisation we have become a more flexible and dynamic workforce by successfully employing agile working practices and digital solutions. Our internal and external collaborations and relationships have also improved. A culture of trust has been created through staff empowerment, support for and by our communities has accelerated and we have been able to share data and make intelligence-driven decisions.
11. There is now an opportunity to shape a different future, addressing our threats and building on the positive outcomes from this emergency. As we recover, we need to understand which of our activities that have been paused need to be reinstated and how best to do that, and which aspects of our emergency response we would want or need to continue with, to move both the council forward and meet the expectations of our communities.
12. We also recognise that there is a need to reset our five strategic priorities and four principles as we emerge from the emergency. We need to develop a revised strategic plan and MTF process to address the impacts of COVID-19 on our strategies (digital, people, communities and climate), transformation programmes and organisation, and the reshaped vision of the future. This will be a year of transition as we move towards a reshaped future.

## **Understanding the Impact of COVID-19**

13. Coronavirus COVID-19 continues to circulate across the world and in the UK. As of Friday 5<sup>th</sup> June, there have been 6.7 million confirmed cases and more than 393, 500 deaths globally, with 281,661 confirmed cases and 39,904 deaths in the UK.
14. In Staffordshire we have had 2,277 confirmed cases and 704 deaths. From week beginning 8<sup>th</sup> May we have experienced a significant decline in both the number of confirmed cases and in COVID-related deaths. However, this trend is dependent upon the continuing observance and success of control measures.
15. These are tragic data, for our residents and communities and alongside the immediate health impacts there will be an ongoing impact as the economy adjusts, our communities experience both social and financial changes and our organisation responds to the changing and emerging needs of a post-COVID-19 society. To fully understand the nature and scale of this impact the SCC Insight Team is collating and analysing the latest national, international and local data and thinking on the potential long-term impact of the pandemic on the people of Staffordshire.
16. This analysis will look at public perceptions and the impact on the economy, skills and infrastructure; health and care, children and families; and our communities. It will focus on the outcome challenges we faced pre-pandemic, to understand what the future may look like post-pandemic. It will also consider any emerging risks and threats which could surface within Staffordshire as a result of the pandemic.
17. It will explore key messages from national research into the public's views on recovery post-COVID-19; how behaviours have changed during the pandemic, and what this might mean as we ease out of lockdown for how we live, study and work; and the expectations of the state and public sector. It will look at the rise of social action and volunteering during the pandemic, and views on whether this can be sustained post-COVID-19; the impact on the growth and sustainability of the voluntary and community sector; and will aim to understand which Staffordshire localities and cohorts of people have been worst hit during the pandemic.
18. This analysis will inform our recovery plans in the short, medium and longer term to ensure we maximise the outcomes for the people of Staffordshire.

## **Timescales for Easing Restrictions**

19. Our recovery plans will be informed and driven by the national guidance and timescales on easing restrictions. The first detailed guidance was published on 11<sup>th</sup> May and was followed by a statement in the House of Commons. We do anticipate more specific guidance being issued regularly, in line with the ascertained and predicted risk to public health.
20. Analysis of this initial guidance has been completed and the implications for the organisation and Staffordshire as a whole is informing the emerging recovery

plans. In the short term we have addressed, alongside partners, the safe reopening of our Household Waste and Recycling Centres, the carparks at our country parks, and some of our buildings, and supporting as appropriate the planning for the safe re-opening of schools to identified year groups. We will continue to shield the most vulnerable.

### **Decisions that have been made during the emergency period and what these have meant for SCC**

21. A paper referenced at point 6 (Staffordshire County Council's Response to Coronavirus COVID-19) was taken to Cabinet on 20<sup>th</sup> May which details SCC's extensive response to the COVID-19 pandemic: this includes changes that have been made to some working practices, services that have been suspended, new initiatives that have been undertaken, redeployment of staff to critical areas and support to the local economy.

### **Learning that has been taken**

22. The COVID-19 outbreak has required a rapid response to an unprecedented situation, and this has not been without challenges. An exercise is being completed to understand the lessons we have learnt as a council throughout this period – what has been done well, what we could have improved upon. The initial outcomes from this exercise confirm the principles, at point 27, which have been agreed to underpin the recovery process and the completed exercise will be shared with Cabinet at a later date and will feed the recovery plans moving forward.
23. Importantly, the COVID-19 emergency has provided an opportunity to do things differently in a very short period of time – what might have taken several months to achieve has been addressed rapidly and positively through the emergency. For many this has been a challenging situation which has driven innovative and creative solutions that have been embraced by the wider workforce and our communities.
24. A set of principles, derived from the learning over this period will underpin our recovery process to ensure we move forward as an organisation towards a new normal, and meet the expectations of our communities, rather than simply revert to where we were. These principles will be applied when we reinstate services, build on those we have changed or develop new ones:
  - a. Continue to **trust, empower** and **support** our workforce to remain **ambitious** in recognition of the flexibility demonstrated
  - b. **Digital** working solutions – we retain and enhance digital solutions
  - c. **Collaboration** both internally and externally
  - d. Culture of **One Team** is embedded, making best use of **skills** and **resources**
  - e. **Community** Support continues and is enhanced
  - f. **Proactive** in managing demand and ensure collective responsibility for all vulnerability
  - g. **Intelligence led** enhanced by positive **data** sharing
  - h. Keep what is **best for the resident/citizen and business**

- i. Ensures **financial sustainability**

## **Resetting the Corporate Strategy**

25. To ensure SCC moves forward to a new normal following the COVID-19 emergency, a timeline is being developed for re-setting the Strategic Planning and the MTFs process, which will include engagement with Cabinet and SLT, and senior managers across the organisation. Work is also being undertaken with the leads of the five council priorities and four principles to reassess plans, mitigate risks and exploit new opportunities. However, it was recognised at Informal Cabinet that the core vision, mission and principles remain valid for the Local Authority,
26. The new Corporate Delivery Plan which emerges will include the outputs from the planning and recovery work across the council to ensure a coherent single delivery plan for 2021/22.

## **Priorities for Recovery**

27. As detailed in Appendix 1 (SCC COVID-19 Planning and Recovery Group), each directorate is leading recovery for its own area, and recovery which cuts across all the directorates is being led through recovery groups linked to the four principles – communities, digital, people and climate change. Any coordination of activity required is managed through the SCC Planning and Recovery Group.
28. The high level and immediate priorities for each directorate and corporate principles group are appended:
  - a. Health and Social Care (Appendix 2)
  - b. Families and Communities (Appendix 3)
  - c. Economy, Infrastructure and Skills (Appendix 4)
  - d. Corporate Services (Appendix 5)
  - e. Communities (Appendix 6)
  - f. Digital (Appendix 7)
  - g. People (Appendix 9)
  - h. Climate Change (Appendix 9)

## **Health and Social Care (see Appendix 2)**

29. The immediate and high-level priorities for Health and Care along with high level timescales and associated risks are detailed in Appendix 2. A summary is included below.
30. The recovery plan for Public Health and Prevention has three objectives:
  - a. **Health protection.** We will continue to provide expert public health advice and guidance to support infection prevention and control, and implement the local elements of the 'test, track and trace' system once these are known.

- b. **Embrace transformational opportunities.** We will seek to maintain the additional volunteering and community capacity that has emerged during the pandemic to continue to support vulnerable people – including the launch of the “Do-it” app. We will promote assistive technology as an alternative and complement to care.
  - c. **Manage the impact of COVID-19.** We will review and develop a public health strategy and appropriate services to mitigate the ongoing risks from COVID-19 – for example obesity, poor mental health, and addiction problems.
31. The recovery plan for Adult Social Care & Safeguarding has four objectives:
- a. **Recover operations.** We will clear the backlog of assessments created by the implementation of Care Act Easements, and the backlog of reviews that has built up during the emergency response by the end of September 2020 and we will ensure that future demand pressures can be managed.
  - b. **Embrace transformational opportunities.** Work to implement video and telephone social care assessments and reviews as routine and enable staff to work flexibly.
  - c. Harness the **improved ways of working** that have been evident during the emergency response.
  - d. Review our **adults learning disability provider services.** We will identify and trial new ways of providing support in the context of the requirements for social distancing and ‘shielding’.
32. The recovery plan for Care Commissioning has four objectives:
- a. **Recover operations.** As the backlog of assessments and reviews is cleared, we will arrange the right care for people. We will continue supporting care providers with specific quality challenges.
  - b. **Embrace transformational opportunities.** We will review urgent care pathways, along with the NHS, to continue to minimise unnecessary emergency admissions to hospital and facilitate timely discharge. We will draw on volunteering and community capacity as well as assistive technology to support people who need care.
  - c. **Ensure care market resilience.** We will continue to advise care providers about infection prevention and control, PPE, social distancing and ‘shielding’, and ‘test, track and trace’. We will ensure that the extraordinary efforts of care workers across the county are recognised and seek to promote recruitment.
  - d. **Review the care market.** We will identify and trial alternatives to day services and replacement care to ensure support in the context of the requirements for social distancing and ‘shielding’. We will also consider the long-term implications of COVID-19 for care providers.

### **Families and Communities (see Appendix 3)**

33. The immediate and high priorities for Families and Communities are detailed in Appendix 3.
34. Throughout the response Families and Communities have continued to collate comprehensive data and performance information which identifies the impact of

COVID-19 on our children, families and our workforce within children's social care, education and the voluntary and community sector providers. This information is reviewed regularly to understand the changing impact on capacity and demand across the Children's system as we move into the recovery phase it will enable us to predict, respond and direct resource appropriately during the easing of lockdown.

35. We are working with our partners to identify the most vulnerable children, families and care leavers who are at greatest risk of their needs escalating if preventative work and support is not provided to them at the earliest opportunity. People living with domestic abuse, poor mental health, vulnerable children not taking up their school offer and families with multiple 'risk factors' are being prioritised through the provision of appropriate support and direct work.
36. We are strengthening our relationships with our partners and providers through effective and intensive joint working which is adaptive to changing need. We are offering support to prevent provider failure to ensure that there is the capacity to meet demand as lockdown eases. We are continuing to develop our workforce offer of training and support to staff and managers and developing virtual direct working tools for our practitioners.

#### **Economy, Infrastructure and Skills (see Appendix 4)**

37. Business Continuity Plans have held throughout the response and most services have adapted and continued despite social distancing measures by diverting resources from areas that had slowed down or by moving to a digital platform. As a result, there are no significant service backlogs in Economy, Infrastructure and Skills (EIS) to address, however, services in a number of areas are continuing to experience increased pressures.
38. The initial priority has been planning the re-opening of services in line with the easing of the lockdown. The first phase of this has been the successful re-opening of the Household Waste Recycling Centres (HWRCs) on 14 May 2020. The approach to managing the HWRCs is being reviewed daily and adapted to try to return to a full socially distanced service as soon as possible.
39. A key priority is to plan for, and deliver, new ways of working across a number of areas in light of social distancing measures. This will be particularly complex for some services for example home to school transport and school crossing patrols. Within Employability and Skills there is likely to be a need to scope alternative delivery models for Community Learning, College and Training Providers for the start of the new academic year.
40. Work has also commenced to support all other service areas to return to normal especially where staff have been directed to support other critical activity or where there has been a financial impact of services being placed on hold or delayed. Further detail on the immediate priorities across Economy, Infrastructure & Skills is set out in Appendix 4.

41. Economic recovery is being taken forward as a separate cell with its own recovery plan so that we can actively plan for delivery of a digital, clean, high-value local economy post-Covid19. Further information on the Economic Recovery and Renewal Strategy is described in the following section.

### **Economic Recovery, Renewal and Transformation (see Appendix 4)**

42. Our strategy aims to:
- a. Understand the potential impacts of COVID-19 on the local economy
  - b. To develop and implement plans to mitigate against these impacts
  - c. To develop plans to refresh and reinstate delivery programmes that are aligned to our strategic priorities as appropriate.
  - d. To develop plans for new programmes that will support the recovery, renewal and transformation
  - e. Work with our partners
  - f. Throughout the delivery of the strategy, continue to maintain confidence and trust of the business community through communications and engagement.
43. The five economic themes that form the integral part of our Strategic Plan and the national and local industrial strategies remain relevant however strategic priorities for these themes will be reconsidered in response to the COVID-19 crisis and possible prolonged economic downturn. The strategic priorities for these themes that will achieve our overall mission and objectives are considered against the four non-linear phases of the strategy; **Respond, Recover, Renew** and **Transform**.
44. Our goal is to transform our economy following the phases as follows:
- a. **Business Environment:** support and deliver schemes where this is supporting companies to start-up, invest and thrive within those clean, high-value and transformational sectors that will form a vital part of the future Staffordshire economy including sites, premises and finance schemes.
  - b. **People:** work with local and surrounding skills providers to develop the skills amongst our population that will meet the needs of the clean, high-value and transformational businesses we are aiming to develop and attract.
  - c. **Infrastructure:** deliver those infrastructure projects that will support the growth of those clean, high-value and transformational sectors that will form a vital part of the local economic in the future, with a particularly focus on digital connectivity given the significant shift in businesses / working practices through the crisis and the inward investment opportunities this presents.
  - d. **Place:** consider the long-term vision for Staffordshire as a place, including the changing role of many town centres and how we continue to protect and support the development of our cultural and environmental assets and rural areas.

- e. **Ideas:** develop those innovation assets, employment sites and premises that will support the creation and investment of clean, high-value and transformational businesses. This may include the development of further science parks where businesses and the university co-exist and co-operate.

### **Corporate Services (see Appendix 5)**

- 45. There are three groups within Corporate Services which focus upon the priority areas for recovery: Governance; Property; and Legal. The corporate functions, Digital and People, are captured as separate workstreams within the recovery structure.
- 46. The Governance group is focussed upon ensuring that the ways of working, our policies, processes and any amendments to our constitution are informed by the learning which we have captured from our response to the COVID-19 emergency.
- 47. The Property group is revisiting the property programme to ensure that it will address future needs; build upon the learning from the response; and to understand whether previous decisions on rationalisation are still valid in a post-COVID-19 era. This group will also assess the impacts upon the MTFS of any revisions of earlier decisions
- 48. The County Council's Registration Services which have significantly amended their processes and methods of engagement as part of the response phase are awaiting national guidance from General Register Office (GRO). Once this is received, they will plan the most suitable approach to ensure that ceremonies can resume whilst recognising the need for social distancing.
- 49. All of the Corporate working groups are examining the opportunities that have arisen through the development of new ways of working during the COVID-19 emergency. We do recognise that it will be important that where appropriate they become embedded into our practice, and that any financial opportunities (savings or additional income) are exploited.

### **Communities (see Appendix 6)**

- 50. Across the County we have experienced an incredible response from our communities to COVID-19. Staffordshire County Council has been working flexibly and at pace with residents, VCSE organisations, public sector partners, and local businesses who have all provided support to the most vulnerable.
- 51. We recognise that we must learn from the COVID-19 response to further develop and embed positive and agile working relationships with our communities. We must continue to build on this momentum to sustain increased levels of volunteering and community engagement at a local level.
- 52. Staffordshire County Council will also work with partners to mitigate the risks and challenges that communities will continue to face as we respond to COVID-19, in

particular ensuring the sustainability of the VCSE sector and re-starting local offers and services provided by and delivered from children's centres and libraries.

53. The Communities Recovery Group has identified the following immediate actions to begin the community recovery process:
  - a. Agree scope of Communities Recovery Group and any required sub-groups with the People Helping People programme board.
  - b. Plan for the re-opening of community services, including libraries, archives and heritage, children's centres and country parks
  - c. Identify learning from our response to COVID-19 and how this can be sustained.
54. This work will result in a series of recommendations which will inform Staffordshire County Council change programmes and refresh the Communities Delivery Plan in September as part of our Business Planning process. The Communities Recovery Group has also identified a series of risks for communities following COVID-19, and will continue to work with partners, members and the People Helping People programme board to mitigate these wherever possible.

#### **Digital (see Appendix 7)**

55. Prior to the COVID-19 crisis, the County Council was developing an ambitious strategy and clear programme of delivery for 2020/21. A new strategy and delivery programme had been agreed by the Senior Leadership Team in February and was scheduled for a Cabinet discussion in April.
56. We need to be bold and ambitious in our digital aspirations and presume that the digital progress we have made is embedded as part of the "new normal" as far as possible.
57. Working with the Cabinet Members and the Digital Programme Board, work has begun to reset the programme, informed by the learning and innovation from the response phase. An update of the strategy and draft programme will be presented to Cabinet in June and if agreed this will be followed by a fully developed programme in September 2020.

#### **People (see Appendix 8)**

58. The People Strategy contains priorities to support the organisation in line with our vision for Staffordshire and whilst many of these priorities will remain the same, there is likely to be an acceleration of some and a potential deceleration of others based on the new emerging priorities and recovery plans across the wider organisation.
59. The main priority for the People Strategy and the wider HR function will focus on easing the lockdown and supporting the organisation to establish new ways of working. Existing plans for key priorities including Smart Working and reviewing our People policies and procedures will now be reassessed to reimagine our

vision for Smart Working, learning from and building on how remote working has been utilised within the response to the pandemic.

60. It is likely in the future that there will be an increase in remote working and our People policies and approaches need to reflect this and provide support, advice and guidance to staff and managers to deal with issues such as performance conversations, managing absence, learning and development and capability processes. We need to develop these approaches alongside the business to ensure the smooth transition to a new way of working.
61. The wider HR function will need to address how it emerges into its own “new normal”. We will identify how backlogs in Casework are addressed, support future recruitment and work with managers to assess the impact that the crisis has had on existing change programmes. We do anticipate delays and possible changes to proposals that have previously been agreed and we will work with the business, via our Business Partners, to identify these issues and provide appropriate support.

### **Climate Change (see Appendix 9)**

62. The current Climate Change Strategy, ‘Green Shoots’ is in the process of being refreshed following the declaration of a Climate Change Emergency by the Council in July 2019. The emerging plan contains four key climate change themes to support the organisation; improved air quality; reduction in carbon; protecting the environment; and minimising waste.
63. Our initial priority will be to ensure that the response and recovery plans across the council support the delivery of our priorities or as a minimum has a neutral impact.
64. The intention is to then review and reset our 12-month Climate Change Action Plan informed by the response to the COVID-19 pandemic and review the required governance to take forward delivery.

### **Finances - Impact on MTFS**

#### **2020/21 and the immediate response**

65. The county council received an additional emergency grant from MHCLG totalling £38m to respond directly to the crisis, with a further £9.9m from DHSC to be used to support the care sector. The estimated financial impact of the crisis, which includes direct expenditure, loss of income and delays to cost reduction/transformation programmes is expected to be approximately £50m. Cabinet have approved the allocation of the additional grant to the revenue budget for 2020/21.
66. As we move into recovery, it is recognised that there is a great deal of uncertainty facing local government finances. Therefore, as part of the recovery plans, services must continue to manage their finances within their approved 2020/21 budget (as adjusted for emergency grant allocations).

67. The current MTFs is predicated on delivering a £62m cost reduction programme. The response to the pandemic has impacted upon our ability to deliver this programme. It will be important to continually assess and monitor this programme and ensure that we adhere to the agreed principle of “£ in : £ out”. This may mean that through the Directorate recovery plans alternative options may need to be identified which replace delayed cost reduction measures. In addition, any windfall savings that may arise due to reductions in demand for our services should be allocated to cover gaps.

### **2021/22 and beyond**

68. Prior to the pandemic there were a range of ‘unknowns’ as part of the financial planning. These included, for example, the 2020 Spending Review, The Fair Funding Review, Business Rates Retention, Adults Social Care Green Paper, reforms of schools funding and SEND funding.

69. These issues remain as we move into recovery. The response to the pandemic has generated additional pressures particularly with council tax and business rates collections, income from fees and charges, and the pause in the cost reduction programme.

70. The COVID-19 pandemic has shone a spotlight on the funding issues facing local government and the care sector. Through a combination of a huge local effort and non-recurrent funding SCC has been able to mount a successful response, limit the number of cases, and maintain care and support for vulnerable people. It is recognised that this is not sustainable without a longer-term funding settlement. Without sustainable funding the care sector will remain fragile and will not be resilient to future emergencies.

71. As we prepare to recover it is currently unclear how the government intends to respond nationally to the overall costs of the response to the crisis. However, it is likely as we move further into recovery that our communities and our economy may require more of our support than previously.

72. The work of the whole council in the Recovery Phase will inform the MTFs which is expected to be re-set. At this point it is not possible to be specific about changes to the MTFs until the recovery work is further progressed.

73. As we manage the recovery process it will be important that SCC maintains flexibility in its plans, funding decisions and unallocated reserves to enable an effective response. It also remains imperative that the £62m cost reduction programme is delivered.

74. We must as part of our overall strategy continue to work closely with government to identify solutions to the current problems, however it seems likely that difficult decisions lie ahead, particularly with regard to the total quantum of funding that the sector has identified as being required to support our residents, community and economy.

## Risks Identified

75. There is a risk of delay in the implementation of our plans. Current planning is based on recovery timescales linked to lockdown restrictions easing, and these timescales from central government are currently tentative and maybe subject to rapid change.
76. There is a risk that COVID-19 may re-emerge, and this will impact recovery timescales.
77. There is a risk to the Local Authority's finances and MTFs, as the costs of recovery are currently unknown, linked to unknown future funds and funding settlements from central government.
78. There is a risk that the response and recovery of individual partners may inadvertently negatively impact the Local Authority's plans.
79. There is a risk that individual partners recover in silos, reducing the likelihood of improved future public sector provision.
80. There is a wider social impact risk from COVID-19 on residents' individual finances and mental health, which may mean the Local Authority will have to intervene more actively to support people.

## List of Background Documents/Appendices:

- Appendix 1** SCC COVID-19 Planning and Recovery Group (27.04.20)
- Appendix 2** Health and Care Recovery Plan
- Appendix 3** Families and Communities Recovery Immediate Priorities
- Appendix 4** EIS Recovery Approach and Proposals
- Appendix 5** Corporate Services Recovery Approach
- Appendix 6** Communities Recovery Group - Priorities, Recommendations and Risks
- Appendix 7** Digital Recovery
- Appendix 8** People Strategy Recovery
- Appendix 9** Climate Change Recovery Approach Proposals

## Community Impact Assessment – Summary Document

## Contact Details

**Assistant Director:** Janene Cox, OBE, Assistant Director for Culture, Rural and Safer Communities

**Report Author:** Janene Cox OBE

**Job Title:** Assistant Director for Culture, Rural and Safer Communities

**Telephone No.:** 01785 278368

**E-Mail Address:** [janene.cox@staffordshire.gov.uk](mailto:janene.cox@staffordshire.gov.uk)