

CABINET – 4TH JUNE 2020

Report of the Chief Executive

Part A

ITEM COVID-19: COUNCIL APPROACH TO COMMUNITY, ECONOMIC
AND ORGANISATIONAL RECOVERY

Purpose of Report

The COVID-19 pandemic has had, and continues to have, a major adverse impact on individuals, families, social networks, businesses and the wider economy on a global basis. The initial shock of the pandemic is now subsiding but it is clear that its impacts will be long term and far reaching.

This report sets out how the Council intends to lead and support its communities and businesses through the crisis and help them towards a sustainable recovery. The Council itself has been significantly affected by the pandemic and this report also outlines the approach by which the Council will adapt its ways of working to engage with customers and deliver services in what has been described as the ‘new normal’.

Finally, the report discusses the implications of COVID-19 on the Council’s pre-existing strategies, plans and budgets.

Recommendations

1. Cabinet are recommended to approve the proposed approach by which the Council will lead and support its communities and businesses, and how it will itself adapt to facilitate this (the Council’s approach to recovery’), as set out at Part B.
2. Cabinet delegate to the Chief Executive, in consultation with the Leader, to create and amend detailed action plans as required.
3. Cabinet are requested to note the implications of the pandemic and proposed approach to recovery on the extant Corporate Strategy, Corporate Delivery Plan, Budgets and similar, and on the actions required to implement these.

Reasons

1. To provide clarity for the Council’s future actions in supporting recovery and offering transparency and visibility of this to members, partner organisations, and wider community and business stakeholders across the Borough.
2. To provide a structured way to deal with the response to the pandemic and to ensure that actions take account of up to date government advice.

3. To ensure that the likely changes in content and timing are understood, and that stakeholder expectations can be managed.

Policy Justification and Previous Decisions

The situation arising from the COVID-19 pandemic is unprecedented, and as may be expected given this, the Council has no specific policies and no history of previous decisions directly relevant to this report.

However, fundamentally the Council exists to serve its residents and support its communities in times of need. It is acknowledged at a national level that local authorities have played a key role in managing the response to the pandemic and will continue to do so through the recovery period and beyond. This is therefore considered more than sufficient justification for this report.

Implementation Timetable including Future Decisions and Scrutiny

The approach to recovery, as set out at Appendix A, would be adopted immediately following Cabinet approval in accordance with the standard decision-making protocol (i.e. after expiration of the call-in deadline, or once call-in procedures have been satisfied).

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no direct financial implications arising from this report, although it may be noted that additional funding may be required from time to time in support of particular recovery activities. This may be requested via Cabinet if costs cannot be met either through government grants or virement of existing budgets.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk	Likelihood	Impact	Overall	Mitigation
The recovery approach adopted proves inappropriate	2 Unlikely	2 Significant	4 Low	<ol style="list-style-type: none"> 1. The approach is derived from the standard and well-established recovery approach of the Local Resilience Forum 2. Should the approach prove inadequate in practice, immediate mitigation actions and development of a revised recovery

				approach will be undertaken.
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An additional risk register relating specifically to the pandemic has been compiled and managed throughout the process. This is set out in Appendix B.

Key Decision: Yes

Background Papers: None

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Part B

Background

COVID-19

1. Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. This virus is similar to common cold or influenza viruses but is more infectious and is associated with higher mortality rates.
2. At the time of drafting this report there had been around 4.1m cases across the world, resulting in around 281,000 deaths¹; broadly equivalent figures for the United Kingdom showed 215,000 cases and 32,000 deaths². Localised figures record that across Leicestershire there have been 1,075 deaths and 235 in Charnwood (correct at 14/05/2020). Recording methods vary from country to country but the numbers (which will no doubt have increased by the date of this report publication) demonstrate the scale of the issue.
3. Most people infected with the COVID-19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people, and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness.
4. Currently (according to the World Health Organisation), there are no specific vaccines or treatments for COVID-19, although there are many ongoing clinical trials evaluating potential treatments.

Impact of COVID-19 on communities and businesses in Charnwood

5. Clearly the most direct and significant impact of COVID-19 is the impact on individuals and their families arising from death or illness.
6. Beyond death or illness, the COVID-19 pandemic has additional material and adverse impacts on communities such as isolation from friends and family required by social distancing and infection control measures. Additionally, there has been a greater burden of care required for those deemed extremely vulnerable. Increased unemployment and the associated loss of income arising from the shock to the economy have been felt by many, for some this has been extreme. These impacts may begin to manifest through, for example, increased incidences of homeless, domestic violence and mental health concerns. The council's response will need to consider where the greatest need arises.
7. The economic impact of COVID-19 is likely to be profound, with, for example, PwC estimating a reduction in GDP for the United Kingdom in 2020 of between 5% and 10%³. The situation remains very volatile, and perhaps the

¹ See <https://www.worldometers.info/coronavirus/> - at 10 May 2020

² See <https://www.bbc.com/news/amp/uk-51768274> - at 10 May 2020

³ See <https://www.pwc.co.uk/services/economics-policy/insights/uk-economic-update-covid-19.html>

biggest question is around how quickly the economy is likely to bounce back from the short-term dislocation.

8. The impact on businesses in Charnwood mirrors that of the rest of the country. Social distancing has literally caused the cessation of many parts of the economy, such as in the retail, leisure and hospitality sectors, but the impact across the economy is very broad, with the inevitable consequences of reduced employment and insolvency that will end up affecting many businesses and economic sectors.
9. The government has introduced a range of measures designed to mitigate some of the issues outlined above, such as additional support for homelessness and grants and loans for businesses but it is unrealistic to assume that these will be enough by themselves given the impact of the pandemic. It is also likely that a significant recession will be experienced in the UK.

Impact of COVID-19 on the Council

10. The short-term impacts of COVID-19 on the Council have also been significant. Operationally, many services have had to be reconfigured to provide an immediate short term response to the crisis and ensure the Council has been able to support the community by, for example, coordinating community efforts to deliver food parcels to the vulnerable and managing the surge in homelessness. The Council has also provided support to businesses by processing business rate relief and distributing government grants.
11. Staff and services have adapted well to new ways of working and innovative and technological advances have been made. A number of staff have been redeployed to alternative service areas as demand has required. This work continues.
12. Throughout the response period the Council has engaged fully with Leicester, Leicestershire and Rutland Prepared (LLR Prepared) through the Strategic and Tactical co-ordinating groups and the various subject specific cells. This has continued into the initial recovery phase.
13. Financially, the pandemic has given rise to additional costs, whilst at the same time many sources of income have either all but disappeared (for example, from car parking, leisure centres and the Town Hall). Other areas are subject to increased risk due to the wider economic conditions (council tax, the local share of business rates and government funding of the Council).
14. It is difficult to assess in detail the likely financial impact on the Council at this stage but the latest estimates provided to Government (submitted 15 May 2020) unsurprisingly showed a large and negative impact of the pandemic. The return estimated for the financial year 2020/21 that:
 - Additional unbudgeted expenditure of around £0.5m would be incurred, principally on additional costs relating to homelessness, support for the

community hub, and additional communications (such as the information letter sent to all residents)

- Loss of income in the year was likely to be very significant, totalling around £3.3m across a range of activities, including car parking, planning fees, Town Hall takings, leisure centres, garden waste charges and investment income
- Estimated reductions in council tax and business rate collections will result in a funding loss of some £0.7m

The financial impact has been mitigated by additional government funding totalling £1.9m but the net overall impact of the pandemic is clearly negative. The Council has maintained reserves precisely for this type of crisis situation and there is no short term threat to its financial sustainability; however it is highly likely that the Council will face significant financial challenges in the short and medium term.

It is important to note that these financial challenges are a sector-wide issue, with groups such as the Local Government Association and District Council Network pushing the case for additional funding with Government, and obviously to be hoped that additional financial support for local authorities will be forthcoming.

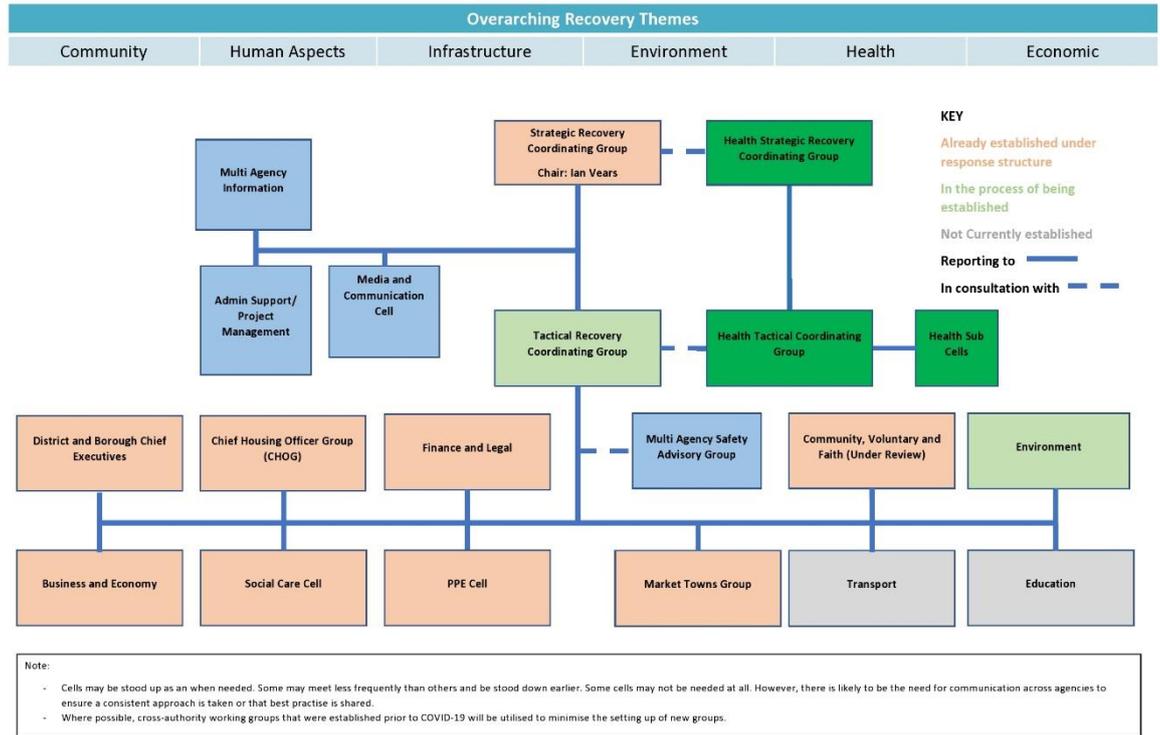
15. In the coming months it is likely that the Council's priorities and ways of working will need to adapt to enable the Council to maximise recovery support to communities and businesses in the face of additional financial constraints, to accelerate residents ability to engage on-line, rather than via face to face contact, and to regularise the increase in virtual working that will become the new standard way of working.

Approach to recovery

16. *County Wide Approach*

The council will be working with other districts/boroughs as part of the recovery response through the Leicestershire and Leicester Local Resilience Forum. The forum has set out a recovery coordinating structure as indicated in the diagram below (*to note; the structure will remain flexible and future changes may be made if required*)

LLR Prepared COVID-19 Recovery Structure



In addition, the LLEP has identified that it has a role for leading economic recovery across the City and County. Since the onset of COVID-19 the LLEP has coordinated the LLR Business Cell, comprised of representatives of stakeholder organisations, which feeds into the Leicestershire Resilience Forum. There are two Borough/District reps on the cell.

As the situation evolves the Business Cell will transition to be an Economic Recovery Cell. The remit of the Economic Recovery Cell will be to have a coordinating role in engaging a range of partners to identify issues, intelligence and potential interventions relating to each of the existing Local Industrial Strategy (LIS) foundations, utilising the knowledge and expertise of established groups and organisations.

While the LLEP role will be significant at a County and City level, and will ensure some strategic overview, it is also essential that the Borough Council takes a lead role in supporting the economic recovery of the Borough through its own activities and initiatives. These can complement the overarching approach being proposed by the LLEP, to ensure that resources are maximised, and the strategy is coordinated at all levels.

17. *Role of the Borough Council.*

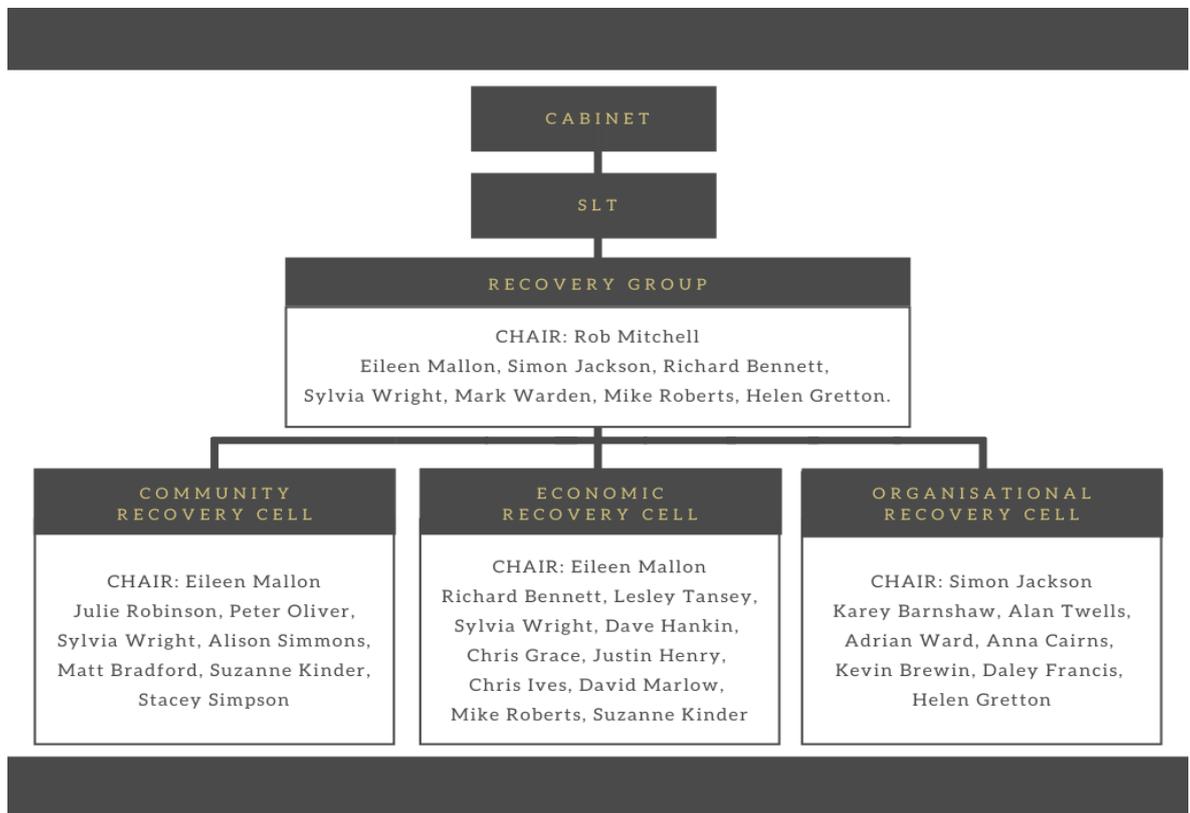
The Council has a significant role to play in ensuring that there is clear leadership for the whole community of Charnwood, and that businesses, voluntary sector and communities are supported in their recovery actions. In addition, the Council will need to focus and shape its own activities to reflect the challenges we now face, and to review its own assets, resources and

actions to target identified priorities. This will require a reconsideration of the Council's Capital Strategy, Corporate Strategy and Corporate Delivery Plan. Further reports on these items will be brought before Cabinet / Council in the autumn.

In addition, it gives the council even more of an incentive to pursue initiatives such as the Town Deal, to maximise external investment and develop clear strategies for our local economy, in partnership with businesses and communities.

The Council has structured its approach to recovery around three major strands – Community Recovery, Economic Recovery and Organisational Recovery. An overarching Recovery Group has also been established to ensure there is cohesion between each of the three cells and to provide leadership and guidance.

The structure is illustrated below;



SLT will maintain an overview of all matters relating to the budget and allocation of finance for the recovery phase.

In addition, an Economic Investment Strategy will be developed which covers the revised commercialisation agenda.

Each recovery cell has agreed a scope and a set of objectives and these are outlined in more detail below;

THE RECOVERY GROUP

The Recovery Group will have oversight across the organisation and will provide leadership and guidance.

The objectives of the group are outlined below;

- To oversee the Community, Economic and Organisational Recovery Cells and provide guidance where required.
- To find solutions to any issues raised.
- To oversee the costs associated with our recovery plans.
- To provide the link to the LLR Prepared Recovery Cell(s)
- To oversee communications relating to each of the cells.
- To ensure that the recovery plans are co-ordinated.
- To ensure that the recovery plans are being delivered.
- To ensure that Members are kept informed of recovery plans and activity

A summary of the objectives for each of the specific cells within the plan is outlined below. Each Cell will also have a work programme, and the costs and resources for delivery will be captured, monitored and reported through to SLT.

COMMUNITY RECOVERY CELL

The scope of the Community Recovery Cell will be to:

- help the Charnwood community emerge from the coronavirus pandemic stronger than ever, and in a positive and creative way, build on the experiences and challenges that have been faced together and overcome
- develop improved networks of support and inclusivity through our partners in the voluntary sector and other agencies.
- ensure that our towns and villages can return to being vibrant, safe and welcoming places where over time we can come together to enjoy shared events
- ensure no-one is left behind, and those self-isolating for longer are supported and cared for as valued members of our community

The objectives of the cell are outlined below;

Building Stronger Communities

- a) Facilitate community initiatives to enable the community to reconnect and support return to the 'new normal' in a safe way.
- b) Support the community in recovery by co-ordinating living displays in various locations across the Borough, to encourage community cohesion and pride in the local area.

- c) Work with the Voluntary & Community Sector, by developing improved networks of support to build a better Charnwood.

Building Safe Spaces

- a) Support members of our community to return to our villages, towns and open spaces by making them safely accessible.
- b) Ensure a safe environment is upheld in the public realm, including the cleansing of facilities, for our residents.
- c) Assess the impact of the pandemic and the resource implications upon our Voluntary and Community Sector (VCS) partners.
- d) Support our housing partners to tackle increased demand and any changes to housing priorities created by the pandemic
- e) Work with the County Council and other partners to support safe travel and access to work and recreation

Building Community Connections

- a) Alongside our partners, create frameworks and mechanisms for supporting our residents across the Borough, who will continue to be unable to leave their homes.
- b) Alongside our partners heighten support for our most vulnerable residents, including those suffering domestic abuse, financial hardship etc.
- c) Support our residents across the Borough to continue to build healthy minds and active bodies.
- d) Work with our partners to help support individuals in isolation and any residents suffering from loneliness by facilitating opportunities to build friendships and remain involved in wider society.
- e) Develop initiatives to support those in digital poverty and seek to increase virtual access for those people reverting to online support rather than physical.

Building a Lasting Legacy

- a) Utilise environmental benefits sustained throughout the pandemic to enhance the Councils carbon neutral agenda.
- b) Create and promote sustainable transport options to enable our residents to continue to increase air quality improvements.
- c) Celebrate our volunteers, community heroes, and key workers through positive initiatives, to provide recognition for those supporting the current and future situation.
- d) Harness and sustain the sense of community spirit that has been generated in response to the crisis to build a lasting legacy.

ECONOMIC RECOVERY CELL

The scope of the Economic Recovery Cell will be to:

- facilitate opportunities for short/medium/long term economic development and regeneration across the Borough.
- support economic recovery by assessing finances, seeking and embracing opportunities for additional finance and identifying potential projects.
- develop improved networks of support and inclusivity by working in partnership with other agencies to support return to the 'new normal' in a safe way.
- work with local businesses, partners, communities and stakeholders to support economic recovery.

The objectives of the cell are outlined below;

Building Back Better

- a) To work with local businesses, partners, communities and stakeholders, to lead the economic recovery of the borough.
- b) Work in partnership with other agencies to support return to the 'new normal' in a safe way.
- c) Utilise the Town Deal as an opportunity/vehicle to support economic recovery.
- d) Follow the LRF lead and government road map and advice.
- e) Investigate ways to support the local tourism sector, working with businesses and partners.

Backing Our Business

- a) Provide support to businesses across the Borough re-opening, in terms of social distancing and regulatory support.
- b) Inform and shape how we prioritise and deliver services in the future by commissioning qualitative research to ascertain the short/medium/ long term needs of businesses in the local area.
- c) Gain an understanding of the needs of commercial landlords across the Borough and provide appropriate support where required.
- d) To ensure effective and efficient distribution of government funding to support business.
- e) Communication & engagement with local businesses.

Managing a safe and welcome return

- a) Maximise opportunities for residents to access centres across the Borough.
- b) Manage footfall in the town centre and capture spend in the high street, to facilitate mitigating action where required.
- c) Consider the potential for alternative service delivery in our car parks, markets, parks and events we facilitate to support the wider community in the short/medium/long term.

The Council's Economic Resilience

- a) Assess ways in which we are using our current buildings/assets and explore opportunities for alternative usage.
- b) Develop an Economic Investment Strategy for the Council & revise the commercialisation agenda in line with new priorities.
- c) Re-examine the Capital Programme for the Council, revise budgets and identify potential projects to support recovery.
- d) Review the Council's approach to contract management, including contract conditions and relationships to provide appropriate frameworks for supporting recovery.
- e) Seek and embrace avenues to access opportunities for additional finance, including bidding for funds from funding streams that arise.
- f) Ensure that Charnwood Borough Councils current contracts are maintained and stable with existing stakeholders.
- g) Review discretionary fees to incentivise economic planning and determine whether they should be disapplied.

ORGANISATIONAL RECOVERY CELL

The scope of the Organisational Recovery Cell will be to:

- Focus on the 'switching back on' of all services in a controlled managed way taking full account of the current and changing government guidance and advice from Public Health England.
- Establish processes to prepare the organisation for the recovery phase including people, processes, technology and infrastructure

The objectives of the cell are outlined below;

Ensure Charnwood Borough Council is a safe place to work and visit

- a) Consider the return of staff to the offices / workplace
- b) Consider the return of staff and customers to the Customer Service Centre
- c) Review how we protect customers, staff and partners in our customer – specifically considering protective equipment
- d) Evaluate what needs to be undertaken to ensure social distancing is adhered to; for customers, staff, partners
- e) Ensure that messages to staff and customers are clear and timely
- f) Ensure mobile workers are protected

Review the way the council does business going forward

- a) Develop new operating models - maximising the opportunity of agile working
- b) Review alternative methods of service delivery and how customers contact us
- c) Consider how we perform council business - in person or virtually; with customers, colleagues, partners and Members

- d) Ensure the Council had the policies and infrastructure to support new ways of working and operating models
- e) Work with other Local Authorities and engage expert advice to support and explore collaborative options as required

Review the use of Council buildings

- a) Develop a new accommodation solution for the Council reducing the overall footprint
18. It is anticipated that there will be a need for ongoing interventions and support for some considerable time. The recovery plans will look at the short, medium- and long-term objectives as the Council works to respond in the most proactive way to help Charnwood come back stronger from the challenges the pandemic has thrown up.
19. The Council identifies that it has a key role in leading the recovery in Charnwood. The Council will engage and work with partners to co-ordinate the community and economic response and support. This will include working with the Police, Parish Councils, Community groups, business groups and partner agencies.
20. Throughout the recovery phase there will be opportunities for Members to be involved as appropriate. Significant reports will be presented to Cabinet and Council, where applicable, in the autumn. Scrutiny Commission are being asked to consider how scrutiny can best be involved in reviewing the recovery process and the council's response.

Implications for the Council's pre-existing strategies, plans and budgets

21. Inevitably, COVID-19, and the required response has restricted the Council's ability to implement pre-existing strategies, plans and budgets, and potentially modifies some of the priorities set out therein. The key implications are outlined in the following paragraphs.

Corporate Strategy 2020 - 2024

22. At this stage it is not envisaged that the new Corporate Strategy will be amended. Generally, the objectives set out are still considered relevant and appropriate at this stage, although it is acknowledged that the relative importance of the different areas within the Plan may have changed.
23. However, it is accepted that should current restrictions on 'normal' life continue in a significant way and for an extended period of time, it may be necessary to bring a revised Corporate Strategy to Council at some point in the future.

Corporate Delivery Plan 2020/2021

24. It is highly likely that the Council's focus on recovery actions will restrict or preclude completion of some areas of the previously agreed Corporate

Delivery Plan. Conversely, other areas may be accelerated, if actions are considered a priority.

25. It is intended that the Corporate Delivery Plan 2020/21 be reviewed over the summer period and a revised plan presented to Cabinet in autumn 2020.

Budget 2020/2021

26. As noted above, the financial impact of COVID-19 has been significant both in terms of additional cost and, especially, shortfalls in income. Some additional, mitigating funding has been received from the Government but this is unlikely to be sufficient to shore up the deficits arising in the Council's net expenditure. In addition, it is likely that funds may be diverted from some areas to others in order to support recovery, skewing expenditure patterns from those originally budgeted.
27. Given the above, it is likely to prove necessary for a revised budget to be approved by Council later in the calendar year. This would reflect changes in income and expenditure and be reflected in an amended use of reserves. The revised budget would not propose any in-year changes to council tax precepts.

Capital Plan 2020 – 2023

28. In the light of COVID-19 and potential amendments to capital expenditure priorities (that may include an increased focus on expenditure that directly supports community or economic recovery, or the Council's own revenue budgets) it is likely that a revised Capital Plan will be brought to Council for approval alongside the revised budget.

Capital Strategy 2020/2021 (including the Investment Strategy and approach to Commercialisation)

29. The Capital Strategy for 2020/2021 was due to be brought to Council for approval in April 2020. This Council meeting was cancelled due to the pandemic and as a result the Council is operating under the 'rolled forward' 2019/20 Capital Strategy. Operationally, this situation is manageable in the short term, but some updates will be helpful in line with what was to be proposed in the April report to Council (for example, in adding flexibility to treasury management policies), whilst estimates of borrowing requirements will benefit from revision. It is therefore also envisaged that a revised Capital Strategy covering the remainder of the 2020/21 financial year will also be brought to Council in the coming months.

Medium Term Financial Strategy

30. Financial projections set out within the Medium-Term Financial Strategy (MTFS) are always based on estimates at a point in time, which become out of date almost immediately. However, the impact of COVID-19 on the local, national and global economies is also likely to create a significantly more negative financial position for the Council in the longer term, driven by

additional service delivery responsibilities, increases in operating costs, reductions in locally generated income and reduction in funding allocated by central government.

31. Alongside the financial uncertainty directly attributable to the pandemic, additional uncertainty in the medium term has arisen from the government decision to postpone the Fair Funding review which was due to deliver a multi-year financial settlement for local authorities from 2021/22. In totality this creates an extremely difficult background against which to model future financial scenarios; notwithstanding this however, it is planned to attempt some sort of update of the financial projections within the MTFS in the autumn.
32. Historically, the MTFS covering a three-year future assessment of the Council's financial outlook is prepared in the autumn. Depending on prevailing circumstances (essentially, the ability to make meaningful financial projections at that time), it may be deemed appropriate to delay preparation of the next full version of the MTFS until the spring of 2021 and publish this alongside the 2021/22 budget. This practice is common across many local authorities.

Internal management structures

33. The Council had created an internal board structure designed to deliver the Corporate Strategy and address the pre-existing structural financial challenges, including economic regeneration, transformation and efficiency, workforce and culture and contracts and procurement. This board structure will now be subsumed into the recovery structure outlined above and at Appendix A.
34. Once recovery objectives are deemed satisfied it may be appropriate to revert to the original (pre COVID-19) structure or similar arrangement, but this is unlikely within the next twelve months.
35. In the period during which the principal focus of Council activities will be delivery against the recovery agenda it is suggested that the scrutiny function is consolidated within the ambit of the Scrutiny Commission and the other regular Scrutiny Committee meetings are cancelled in the short term.
36. Scrutiny Commission will therefore be considering a report at their meeting on 1st June 2020, which in broad terms recommends them to consider an approach whereby:
 - Scrutiny Commission would have the responsibility of scrutinising the Council's initial response to the pandemic crisis and delivery against action plans derived from the new recovery structures
 - Regular meetings of the existing Scrutiny Committees would be suspended until such a time that the work programme (based on delivery of the Business Plan) would justify their reinstatement

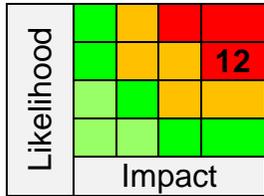
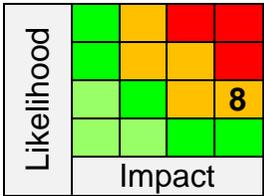
- Scrutiny Panels may still be required to address topics such as the budget, or specific topics arising from the recovery process where a more detailed scrutiny exercise is considered necessary
37. There may also be a role for the Audit Committee in considering the ongoing impact of the COVID-19 pandemic on the Council's finances.

Appendices

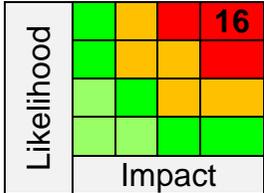
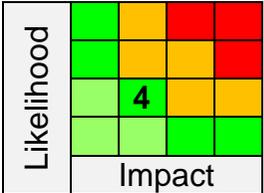
Appendix A; Covid-19 Risk Register

Appendix B; Equality Impact Assessment

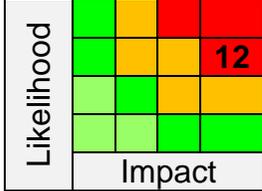
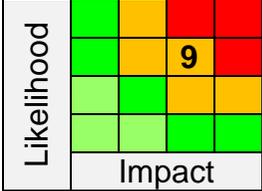
COVID-19 Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
CVD-1 Inadequate health and safety arrangements for staff, Members and volunteers, resulting in infection by the virus.	Strategic	<ul style="list-style-type: none"> •Sickness absence •Loss of confidence •Reputational damage •Legal action and claims for damages 			KEEP UNDER CONSTANT REVIEW
Current Treatments and Controls	<ul style="list-style-type: none"> • Health & Safety Group established and meeting regularly • Appropriate use and monitoring of stock levels of PPE (personal protective equipment) • Monitoring and applying relevant national guidance • Introduction of extensive home working to comply with social distancing requirements • Use of remote meeting powers for council and committee meetings • Home visit protocol developed and updated. • Generic Risk Assessments in place and communicated to HoS • Updates to CLT/SLT through BCG. 				
Risk Owner	Head of Regulatory Services				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> <ul style="list-style-type: none"> • Revision to Home Visit Protocol • Generic Staff Homeworking VDU Assessments to be updated • PPE equipment requirements on-going reviewed and inform SLT 	<u>Responsible Officer:</u> Head of Regulatory Services (Chair of Health & Safety Group)	<u>Target Date:</u> Ongoing		

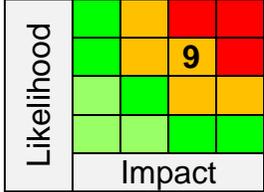
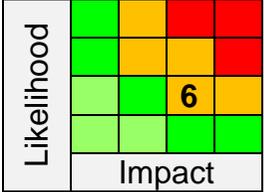
COVID-19 Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
CVD-2 (linked to SR5) Inadequate communications arrangements (internal and external)	Strategic	<ul style="list-style-type: none"> Major reputational damage and loss of public confidence Members, residents and staff unaware of latest guidance and developments Vulnerable groups unaware of potential support options Businesses unaware of potential grant funding arrangements 			KEEP UNDER CONSTANT REVIEW
Current Treatments and Controls	<ul style="list-style-type: none"> Communications team in place using various suitable channels (website, press releases, social media) Participation in the LRF communications cell 				
Risk Owner	Chief Executive				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Not Applicable	<u>Responsible Officer:</u> N/A	<u>Target Date:</u> N/A		

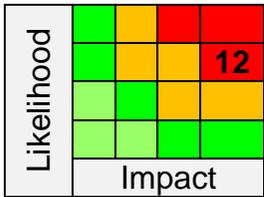
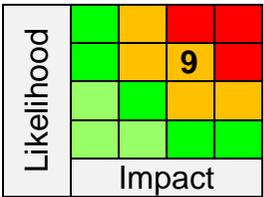
COVID-19 Risk Register

	Risk Type		Matrix	(Current) Risk Matrix	Travel
CVD- 4 (linked to SR4) Significant reduction in income generated leading to a decrease in the financial resources available for service provision and/or to fund corporate objectives.	Strategic	<ul style="list-style-type: none"> •Inability to meet demand for services •Inability to meet statutory duties •Ceasing or reducing some services 			KEEP UNDER CONSTANT REVIEW
Current Treatments and Controls	<ul style="list-style-type: none"> • Budget and revenue monitoring processes • Business continuity planning • Development of a revised budget during the 2020/21 financial year 				
Risk Owner	Strategic Director of Corporate Services				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Review of budget and related strategies by autumn 2020.		<u>Responsible Officer:</u> Strategic Director of Corporate Services	<u>Target Date:</u> Autumn 2020	

COVID-19 Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
CVD- 5 Breakdown in IT service caused by equipment, failure of internet connections, or staff shortages.	Strategic	<ul style="list-style-type: none"> Inability of significant numbers of staff to continue with effective home working leading to service disruptions 			KEEP UNDER CONSTANT REVIEW
Current Treatments and Controls	<ul style="list-style-type: none"> Secure and resilient IT infrastructure at Network and Server levels Performance and security monitoring in place by key staff and (where appropriate) by suppliers Automated backup schedule, in line with agreed retention policies Alternative contacts and secondary responsibilities in place for key functions and tasks Introduction of extensive home working to comply with social distancing requirements 				
Risk Owner	Strategic Director of Corporate Services				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Ongoing maintainance of current infrastructure and equipment		<u>Responsible Officer:</u> Strategic Director of Coporate Services	<u>Target Date:</u> N/A	

COVID-19 Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
CVD- 6 Significant number of staff affected by COVID-19 leading to a reduction in service delivery, specifically in services identified as critical.	Strategic	Inability to deliver services			KEEP UNDER CONSTANT REVIEW
Current Treatments and Controls	<ul style="list-style-type: none"> • Sickness monitoring being undertaken • Staff skills audit undertaken • Critical staff being reviewed regarding testing • Redeployment processes in place 				
Risk Owner	Strategic Director of Corporate Services				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Ongoing assessment of data and redeployment requirements		<u>Responsible Officer:</u> Strategic Director of Corporate Services	<u>Target Date:</u> Ongoing	

Charnwood Borough Council

Equality Impact Assessment 'Knowing the needs of your customers and employees'

■ Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identify and record gaps and actions.

■ Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

Note: Complete the action plan as you go through the questions.

■ **Step 1 – Introductory information**

Title of the policy	Approach to Recovery
Name of lead officer and others undertaking this assessment	Helen Gretton
Date EIA started	May 2020
Date EIA completed	May 2020

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
The Approach to Recovery as set out in the Cabinet Report of the same name outlines how the Council will lead the recovery process from the COVID-19 pandemic across three key areas; Economic Recovery, Community Recovery and Organisational Recovery. The report sets out the scope of each area and a clear set of objectives. The associated work plans outline actions which are intended to create positive outcomes for individuals and communities.
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
The whole population of Charnwood will be affected. The approach to recovery will affect all people who live, work and visit the Borough. It should not have an adverse impact on any groups or individuals as its purpose is to ensure that the recovery from COVID-19 is effective across the whole borough.
Which groups have been consulted as part of the creation or review of the policy?
Consultation has not taken place prior to the development of the Cabinet paper.

■ **Step 3 – What we already know and where there are gaps**

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc. Data/information such as:
<ul style="list-style-type: none"> ▪ Consultation ▪ Previous Equality Impact Assessments ▪ Demographic information ▪ Anecdotal and other evidence
<ol style="list-style-type: none"> 1. Demographic information (based on Census 2011) which provides information on a range of the protected characteristics, age, disability, race, religion or belief and sex. 2. Various information based on service specific consultations and monitoring of services.
What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)
This information informs the council of the specific needs and priorities of residents and service users across the Borough. The development of the recovery cells, ensures that the actions and objectives embedded within the approach provide positive outcomes for everyone living, working and visiting the Borough.

Additionally, a further potential barrier is access to, and availability of, relevant information on sexual orientation and gender reassignment from within the Council and from other organisations. As the Approach to Recovery is an overarching strategic document, this will not create any adverse impacts on any diverse groups within the community, but when implementing the individual projects and initiatives within the work plans it is important to consider collecting information in these areas in order to inform service delivery and to mitigate any potential adverse impact.

■ **Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not, please explain why.

Not in this circumstance. The Approach to Recovery is an overarching plan which includes a range of initiatives and different projects which are designed to provide positive outcomes for the wider community. Where appropriate, further consultation, with individuals of protected characteristics, will take place as part of the ongoing development and implementation of these specific projects and initiatives

■ **Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

	Comments
Age	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of age.</p> <p>Specific initiatives have been included in the Community Recovery workplan to support vulnerable members of our community, including younger people and older people. This should create a greater positive impact on this protected characteristic.</p>
Disability (Physical, visual, hearing, learning disabilities, mental health)	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of disability.</p> <p>Specific initiatives have been included in the Community Recovery workplan to support vulnerable members of our community, including people with disabilities. This should create a greater positive impact on this protected characteristic.</p>
Gender Reassignment (Transgender)	<p>The actions and objectives set in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of gender reassignment.</p> <p>A potential barrier may be access to and availability of</p>

	<p>relevant information as there is little national and local information on gender re-assignment both within the Council and other organisations. Therefore, additional monitoring of this protected characteristic may be required.</p>
Race	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of race.</p> <p>The Community Recovery cell will work closely with specific individuals / community groups to ensure that recovery is experienced across the various communities within Charnwood.</p> <p>Potential negative impact may occur for individuals/ communities whose first language is not English and therefore inadvertently lack engagement within the Approach to Recovery. Where appropriate information in alternative languages can be produced to mitigate any barriers in these circumstances.</p>
Religion or Belief (Includes no belief)	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of religion or belief.</p>
Sex (Gender)	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of sex.</p>
Sexual Orientation	<p>The actions and objectives set out in the Approach to Recovery are likely to have a positive impact on individuals and communities with regards to the protected characteristic of sexual orientation.</p> <p>A potential barrier may be access to and availability of relevant information as there is little national and local information on sexual orientation both within the Council and other organisations. Therefore, additional monitoring of this protected characteristic may be required.</p>
Other protected groups (Pregnancy & maternity, marriage & civil partnership)	<p>The Approach to Recovery will provide positive impacts for all members of the community and this fully includes individuals within the protected characteristics of pregnancy & maternity and marriage & civil partnership.</p>
Other socially excluded groups (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)	<p>The actions and objectives within the Approach to Recovery also cover a variety of other groups such as; rural isolation, deprived or disadvantaged communities (priority neighbourhoods), health inequality, asylum seeker and refugee communities. The specific actions in the workplans are likely to have a positive impact on all individuals and communities.</p> <p>The Approach to Recovery aims to create inclusive communities and foster good community relations. Key initiatives are focussed on involving communities, giving them</p>

a voice and supporting them to be involved in decision making within their own communities. Therefore, there is likely to be a further positive impact on individuals and communities with regards to community involvement and cohesion.

Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

Further consultation for individual protected characteristics will take place as part of the ongoing development and implementation of the workplans.

Equality Impact Assessments will also be undertaken, where appropriate, on the individual elements of the projects and initiatives which are included in the workplans.

Where appropriate information in alternative languages can be produced to mitigate any barriers for individuals/ communities whose first language is not English and therefore inadvertently lack engagement within the Approach to Recovery.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The Approach to Recovery aims to provide positive impact for all individuals living, working and visiting the Borough and therefore meets the Council's responsibilities in relation to equality and diversity.

■ **Step 6- Monitoring, evaluation and review**

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

If any negative impacts occur/ potential barriers arise then this will be monitored and evaluated via our Corporate Customer Complaints Procedure.

Equality Impact Assessments will also be undertaken, where appropriate, on the individual elements of the projects and initiatives which are included in the workplans. This will seek to mitigate any barriers or adverse impact to any of the protected groups.

How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.

All actions within the Recovery cells will be overseen by the Recovery Group and the Senior Leadership Team meetings.

■ **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan			
Reference Number	Action	Responsible Officer	Target Date
001	Further consider the protected characteristics of gender reassignment and sexual orientation when developing and implementing specific elements of the workplans	Heads of Service in all service areas across Charnwood Borough Council	Ongoing
002	Further consider consultation for individual protected characteristics as part of the ongoing development and implementation of specific elements of the workplans	Heads of Service in all service areas across Charnwood Borough Council	Ongoing

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees	✓	This EIA will be published on Charnwood Borough Council's webpage and intranet. Service users, partners and stakeholders can also request this EIA in alternative formats if required.
Service users	✓	
Partners and stakeholders	✓	
Others	N/A	N/A
To ensure ease of access, what other communication needs/concerns are there?	N/A	N/A

■ **Step 9- Conclusion (to be completed and signed by the Service Head)**

Please delete as appropriate
I agree with this assessment / action plan
If <i>disagree</i> , state action/s required, reasons and details of who is to carry them out with timescales:
Signed (Service Head): Adrian Ward
Date: 15/05/2020

Please send completed & signed assessment to Suzanne Kinder for publishing.