

Covid Recovery Strategy

Overview & Scrutiny Committee

18 March 2021

Slough Borough Council's COVID-19 Strategy

Purpose:

SBC is caring, proactive, resilient, skilled and here to serve

Key objectives:

We will keep Critical and Priority functions running to care for and support our residents

We will keep our staff safe

We will quickly implement the Government's emergency initiatives affecting local residents and businesses

We will work in partnership with strategic partners, other public sector organisations, the voluntary sector and community groups to provide services to local people

We will prepare for the recovery of the Council and the town

Initiatives:

We have established robust command and control arrangements

We have established 9 Task Groups to deal with our Critical and Priority areas

We have enabled most staff to work from home

We are sustaining critical services by redeploying staff skills and resources

We have established an Ops Room to log and administer instructions and guidance and resolve immediate operational issues

Commitment of staff

Our staff will:

Adhere to the SBC COVID -19 strategy

Look after themselves, their families and friends

Work from home if possible but recognise this may not always be possible

Follow social distancing when required to work away from home

Communicate with their managers daily to receive instructions and pass on information

Be ready to redeploy themselves and their skills within critical and priority areas, as and when required

Maintain Business as Usual when not dealing with COVID-19

Links to Corporate Strategy



SLOUGH 2040 VISION STATEMENT



Slough will be a vibrant, thriving and innovative town, where people are supported to live happy and fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.

EIGHT SUB STATEMENTS



Slough will have a vibrant town centre, brimming with diverse and exciting culture.



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.



Slough will have attractive, green neighbourhoods, which bring people together.



Slough will be a place of lifelong learning and aspiration for all.



Slough will be a globally connected town, with a transport system which prioritises public and active transport.



Slough will be a healthy town, where people are supported to live empowered lives.



Slough will be a carbon-neutral and sustainable town.



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.

Five Year Plan vision – **growing a place of opportunity and ambition**

Outcome 1 – Slough children will grow up to be happy, healthy and successful

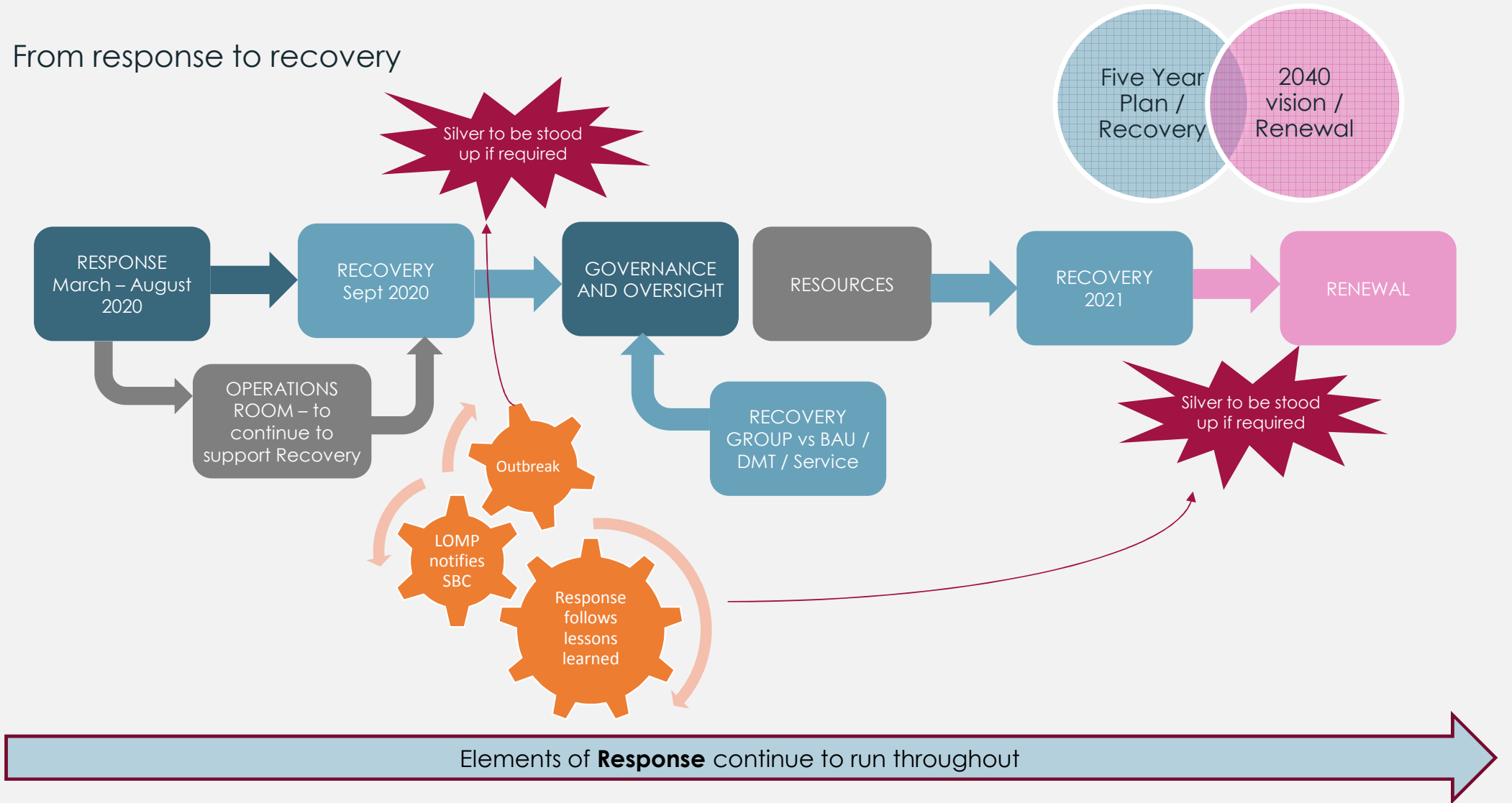
Outcome 2 – Our people will be healthier and manage their own care needs

Outcome 3 – Slough will be an attractive place where people choose to live, work and stay

Outcome 4 – Our residents will live in good quality homes

Outcome 5 – Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

From response to recovery



Public Services Communication Briefing

22 February 2021 - *Roadmap special*

STAY HOME ▶ PROTECT THE NHS ▶ SAVE LIVES

Roadmap: key points

From 8th March, people in England will see restrictions start to lift and the Government's four-step roadmap offer a route back to a more normal life.

Our safe exit from lockdown will take place in four steps; and at each step, restrictions will be lifted across the whole of England at the same time.

We will be guided by data, not dates, so that we don't risk a surge in infections, hospitalisations and deaths. For that reason, **all the dates in the roadmap are indicative and subject to change**.

There will be a minimum of five weeks between each step: four weeks for the scientific data to reflect changes and for these to be analysed; followed by one week's advance notice of further easements.

The Government will also continue to support families and businesses throughout the steps set out in the roadmap - details of which will be set out by the Chancellor in the Budget on 3 March.



The four tests



Test 1

The vaccine deployment programme continues successfully.



Test 2

Evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated.



Test 3

Infection rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS.



Test 4

Our assessment of the risks is not fundamentally changed by new Variants of Concern.

Only when the Government is sure that it is safe to move from one step to the next will the final decision be made.

Decisions will be based on four tests.





STEP 1: 8 March



Schools and colleges are open for all students. Practical Higher Education Courses.



Recreation or exercise outdoors with household or one other person.
No household mixing indoors.



Wraparound childcare.



Stay at home.



Funerals (30), wakes and weddings (6).

29 March



Rule of 6 or two households outdoors.
No household mixing indoors.



Outdoor sport and leisure facilities.



Organised outdoor sport allowed (children and adults).



Minimise travel.
No holidays.



Outdoor parent & child groups (up to 15 parents).



STEP 2

At least five weeks after Step 1, no earlier than 12 April.



Indoor leisure (including gyms) open for use individually or within household groups.



Rule of 6 or two households outdoors.
No household mixing indoors.



Outdoor attractions, such as zoos, theme parks and drive-in cinemas.



Libraries and community centres.



Personal care premises.



All retail.



Outdoor hospitality.



All children's activities, indoor parent & child groups (up to 15 parents).



Domestic overnight stays (household only).



Self-contained accommodation (household only).



Funerals (30), wakes, weddings, receptions (15).



Minimise travel.
No international holidays.



Event pilots begin.



STEP 3

At least five weeks after Step 2, no earlier than 17 May.



Indoor entertainment
and attractions.



30 person limit outdoors.
Rule of 6 or two households
indoors (subject to review).



Domestic overnight
stays.



Organised indoor
adult sport.



Most significant
life events (30).



Remaining
outdoor entertainment
(including performances).



Remaining
accommodation.



Some large events (except for pilots)
- capacity limits apply.
Indoor events: 1,000 or 50%.
Outdoor other events: 4,000 or 50%.
Outdoor seated events:
10,000 or 25%.



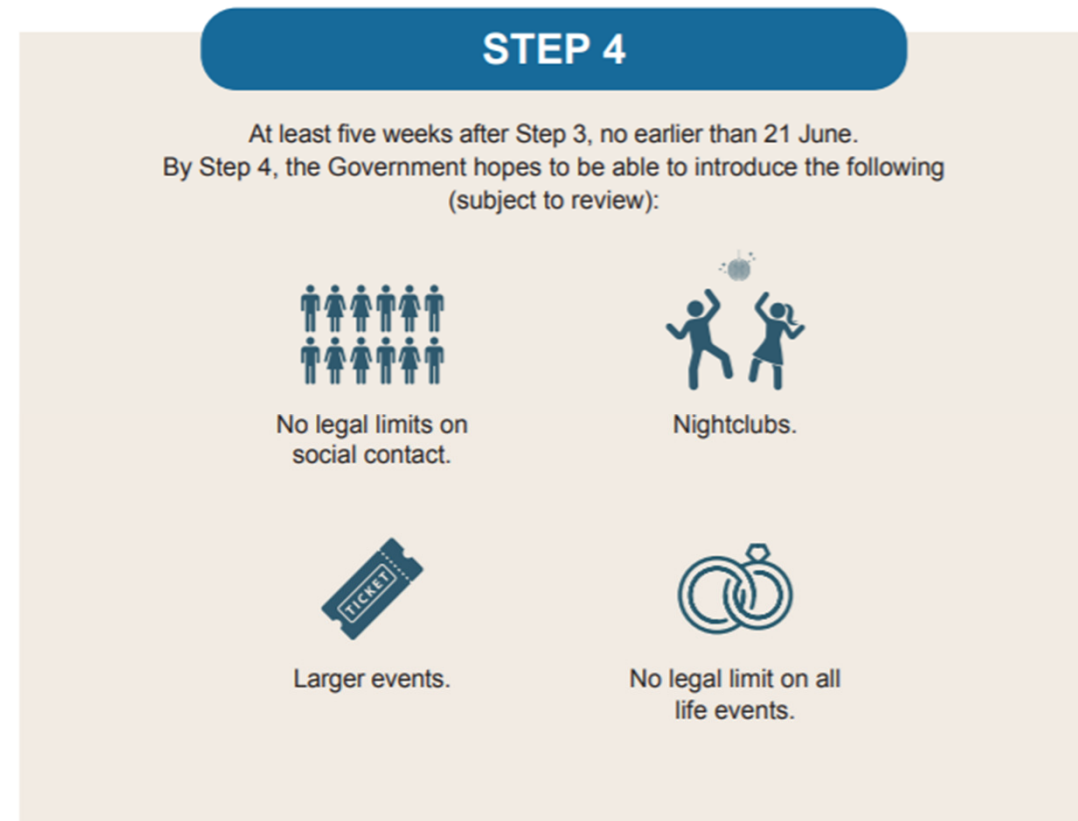
International travel
- subject to review.

Step 4 - after 21st June

By Step 4 the Government expects to be in a position to **remove all legal limits** on social contact.

We hope to reopen remaining premises, including nightclubs, and ease the restrictions on large events and performances that apply in Step 3.

This will be subject to the results of a scientific Events Research Programme to test the outcome of certain pilot events through the spring and summer, where we will trial the use of testing and other techniques to cut the risk of infection. The same Events Research Programme will guide decisions on whether all limits can be removed on weddings and other life events.




As we progress...

As we move through each of these phases in the roadmap, we must all remember that COVID-19 remains a part of our lives. As we progress through the steps, we must:


- carry on with 'hands, face, space';
- comply with the COVID-Secure measures that remain in place at different stages;
- meet outdoors when we can and keep letting fresh air in;
- get tested when needed;
- get vaccinated when offered.

If we all continue to play our part, we will be that bit closer to a future that is more familiar.


Safe Behaviours




Wash hands frequently, for at least 20 seconds.




Wear a face covering in enclosed environments.




Maintain space with anyone outside your household or bubble.




Meet with others outdoors where possible.




Minimise the number of different people you meet and the duration of meetings, if possible.




Let fresh air in.



Download the NHS Test & Trace app.



Get a test immediately if you have any symptoms.

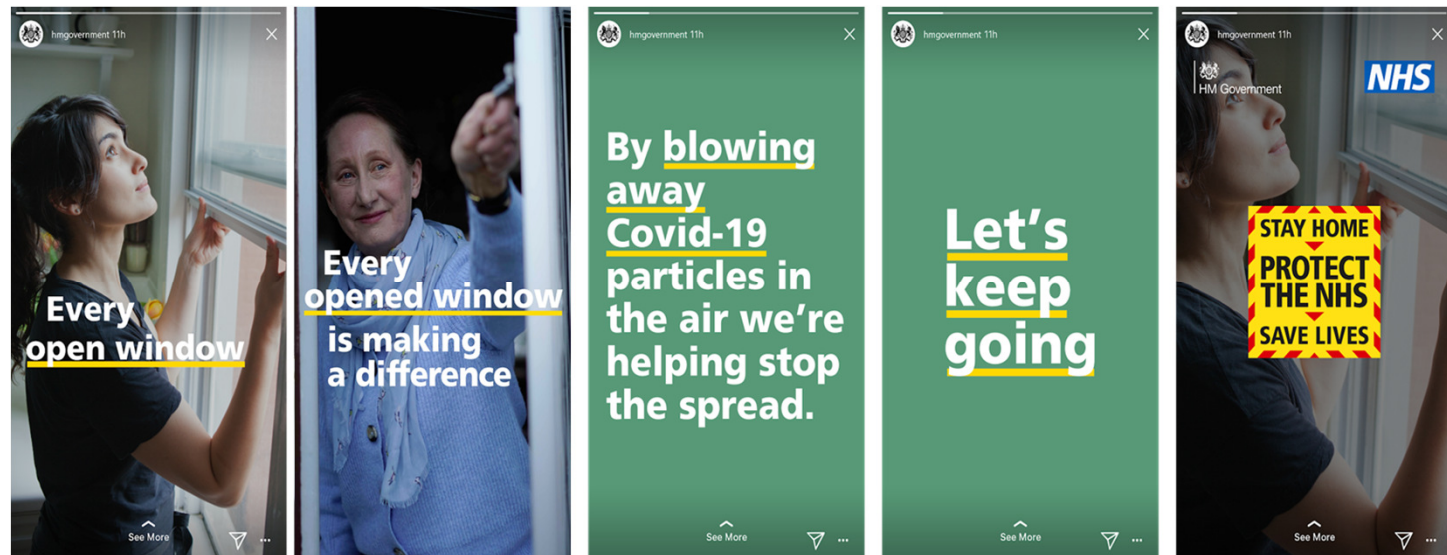


Self isolate if you have symptoms, have tested positive, or had contact with someone with COVID-19.

Stay at Home campaign

Phase 3 of the campaign to launch from Wednesday.

See <https://coronavirusresources.phe.gov.uk/> for latest assets



HM Government

NHS

Every day at home is making a difference

Staying in our homes is helping stop the spread of Covid-19.

Let's keep going

STAY HOME
PROTECT THE NHS
SAVE LIVES

HM Government

NHS

Every washed hand is making a difference

Washing our hands is helping stop the spread of Covid-19.

Let's keep going

STAY HOME
PROTECT THE NHS
SAVE LIVES

HM Government

NHS

Every video call is making a difference

Staying in our homes is helping stop the spread of Covid-19.

Let's keep going

STAY HOME
PROTECT THE NHS
SAVE LIVES

HM Government

NHS

Every covered face is making a difference

Covering our mouth and nose is helping stop the spread of Covid-19.

Let's keep going

STAY HOME
PROTECT THE NHS
SAVE LIVES



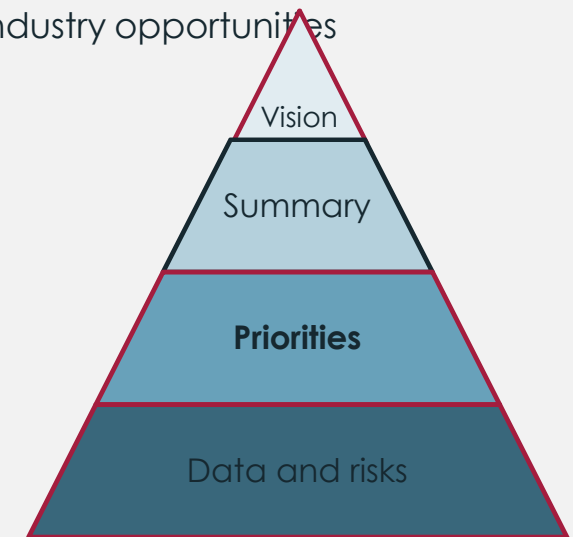
RECOVERY PLAN - PRIORITIES

Response

Recovery

Renewal

- Maintain **momentum from positive trends** emerging from initial response
 - workforce flexibility (One Council)
 - community and partnership (One Slough)
 - local knowledge and intelligence (whole system)
- Agree priority areas to **tackle demand** backlogs and potential for **self-serve / saying no / role of (all) partners**
- Agree priority areas for **community** recovery and **reopening Slough** including The Curve as the heart of the community
- Agree priority areas for **business** recovery and **reopening Slough** to weather the economic impact
- Support for our **residents** to ensure they have the **skills** to access employment and industry opportunities
- Establish a single view of **debt**
- Agree actions to support the '**health-wealth**' virtuous cycle
- Implement **statutory and regional** recovery plans
- Implement **Our Futures** Operating Model
- Agree **governance and delegated decision-making**
- Map key **dependencies, risks** and mitigation



RECOVERY PLAN

Response

Recovery

Renewal

➤ **Maintain momentum from positive trends emerging from initial response**

➤ **workforce flexibility (One Council)**

- All staff able to work remotely – IT check
- Many upskilled in new areas ensuring built in resilience for the future – skills audit
- Flexibility has demonstrated ability to adapt ahead of Our Futures

➤ **community and partnership (One Slough)**

- The One Slough collaborative approach has emerged
- Align and embed One Slough Community Response Action Plan
- Closer relationships exist with the LEP, CCG
- Rollout of Localities Model
- Maintain momentum following increase in use of website and digital channel
- *Link in work on the C&V sector commissioning spec*

➤ **local knowledge and intelligence (whole system)**

- Maintain oversight and analysis of new datasets – e.g. master list of vulnerability
- Identify data required e.g. current and future demand
- Request local Slough level analysis of regional datasets – e.g. CCG, LEP (e.g. residents furloughing)
- Better population information to allow segmentation, targeting and risk reduction
- Rebaselining data to establish a new position to inform a different conversation and new thinking
- Analysis to assess whether we are seeing repeat instances within the same families or geographical areas

RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas to tackle demand backlogs and potential for self-serve / saying no / role of (all) partners**
- Quantify casework, face-to-face visits in specific service areas – coordinated delivery across new Operating Model
- Review front facing service issues – housing, adult and children’s social care, admissions and referrals
- Routine, urgent and emergency repairs (RMI / Osborne’s)
- Mental Health and the impact of lockdown on all age groups - children, young people, adults and the wider community
- Specific mental health issues from rough sleepers and street drinkers
- School admissions – number of children who haven’t been placed in schools / Fair access
- Education – catching up with academic performance
- Children’s centres have not been offering the full offer of services which may have caused a backlog in areas of our intervention agenda
- Backlog of fraud investigations (1-1 interviews haven’t been conducted for court cases)

The pre-Covid ways of working cannot meet the demand and capacity challenge – cannot be solely a ‘demand led’ response

“It’s not the same as it was before” : New ways of thinking to meet demand and prioritise backlogs – to future proof the organisation – concept of ‘targeted universal’

Our Futures Operating Model principles – inverted triangle, early intervention and prevention, community and partnership working

RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas for community recovery and reopening Slough including The Curve as the heart of the community**
 - One Slough and building of capacity within the C&V sector (One Slough Action Plan)
 - Opening of the High Street – task force already convened to open High St safely, social distancing etc.
 - Opening The Curve as the heart of the Slough community
 - Opening Localities buildings and links with community development
- **Agree priority areas for business recovery and reopening Slough to weather the economic impact**
 - Maintain pace of key Regeneration projects (hotels, NW Quadrant and town centre)
 - Partnered with Segro and LEP to understand changing needs of non-retail businesses (e.g. debt, business planning support)
- **Support for our residents to ensure they have the skills to access employment and industry opportunities**
 - Inclusive Growth Strategy –
 - Understand the new emerging landscape for businesses
 - Establishment of Regeneration, Economy and Skills Board
 - Innovation Hub to support small businesses
 - Employment support and reskilling of residents
 - Royal Holloway delivering Higher Education in Slough
 - Slough 2040 vision – event 27 July

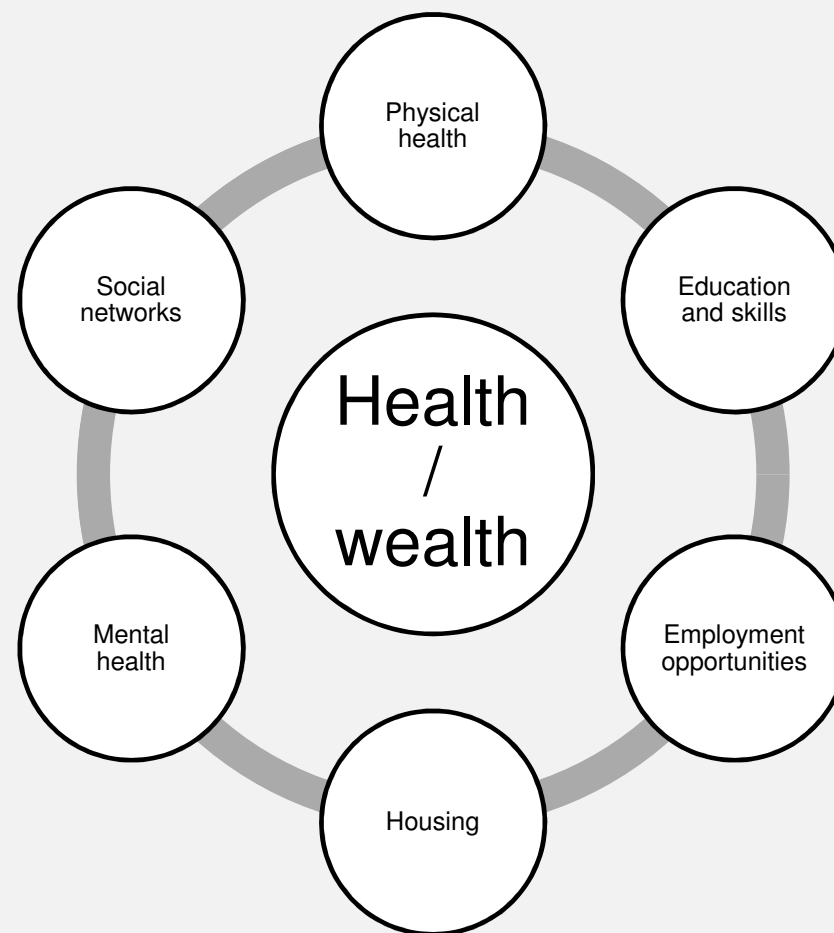
RECOVERY PLAN

Response

Recovery

Renewal

- **Establish a single view of debt**
 - Analysis as part of Our Futures Operating Model design
 - Debt to the Council has built up - council tax and housing benefit income
 - Wider debt to external agencies
 - Early intervention and prevention – link across council and with partners
- **Agree actions to support the 'health-wealth' virtuous cycle**
 - Understanding that health leads to wealth – wealth leads to health
 - Addressing factors contributing to poverty: housing, education, skills, employment, health
 - Health in All Policies (Public Health)
 - Public Health Keeping Well Recovery Framework initiative
 - Public health action plan to target those most at risk of Covid 19
 - Frimley – improving digital capacity of residents



RECOVERY PLAN

Response

Recovery

Renewal

- **Implement statutory and regional recovery plans**
 - Berkshire Recovery Plan – early July
 - Local Outbreak Management Plan – Cabinet 30 June
 - Frimley Integrated Care System
 - Local Enterprise Partnership
 - DfE statutory provision for opening of educational establishments

- **Implement Our Futures Operating Model**
 - Maximise new culture of workforce flexibility
 - Support new senior management structure to implement next phase of Our Futures – focussing on new ways of thinking and working – not legacy issues
 - Coordinate delivery with partners including development of 2040 vision

- **Agree governance and delegated decision-making**
 - Align Recovery plan with lessons learned for Business Continuity and Emergency Planning
 - Spending – determine governance arrangements
 - Ensure appropriate approvals for changes to ways of working
 - Ensure opportunity for lessons learned to inform levels of delegated leadership vs command and control

- **Map key dependencies, risks and mitigation**
 - Risk Register to be reviewed at Risk & Audit Committee
 - Feed into regional Community Impact Assessment (CIA) overseen by Environment Agency as part of Berkshire Recovery work

Workstreams

Workforce Return

Phased return of staff to work at Council buildings. Opening up of buildings to deliver services to our residents. Workforce flexibility.

Tackle Demand

Tackle demand backlogs and new demands as a result of the pandemic

Community Recovery

Maximise opportunities to maintain collaboration with the voluntary, community and faith sectors

Business Recovery

Agree priority areas for business recovery and reopening Slough to weather the economic impact

Skills and Employment

Support for our residents to ensure they have the skills to access employment and industry opportunities

Debt

Establish a single view of debt

Health/Wealth Cycle

Agree actions to support the health-wealth virtuous cycle



“Fourth Wave” pressures

- Budget
- Leasing HQ floors 3-5
- Increase in demand for services

- Domestic Abuse
- Mental Health
- Prevention

Overarching Framework – Inclusive Growth Strategy 20-25

“Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.”

Adopted at Cabinet June 2020

6 broad priorities –

- Priority 1 - Creating secure & productive jobs
- Priority 2 - Skills system working for all
- Priority 3 - Regeneration & infrastructure unlocking growth
- Priority 4 - Enterprise & scale-up ecosystem
- Priority 5 - Inclusive & sustainable neighbourhoods
- Priority 6 - Connecting & celebrating Slough

Skills System working for all – Future Skills Hub

1. **Job search** Supporting recovery – people facing redundancies and unemployment portal - Live now

<https://www.berkshireopportunities.co.uk/>

2. **FutureSkills Hub**, Partnership with WFG Colleges and RHUL – Application now approved and Grant offer letter to be issued subject to final conditions of the LEP

- A central Hub where multitude of providers can collaborate and align to offer services.
- Fit out is aligned with the SIS . Procurement has now concluded, successful contractor to begin works immediately pending final council approval – end Feb.
- Delay has moved Go Live date to Mid May.
- Partners are all supportive of the challenges currently faced and will work on a ‘robust virtual model’



Outcome 3 – Slough will be an attractive place where people choose to live, work and stay

Enterprise and Scale up ecosystem – Slough Innovation Space

The **Slough Innovation Space (SIS)** will significantly grow research and innovation infrastructure and capability in Slough in three ways:

- **Fit out** of a brand new specialist R&D facility that facilitates collaborative research and actively supports Smart Specialisation – Procurement concluded – **start end Feb**
- **Design and operation** of an R&D accelerator programme for R&D researchers to help SMEs commercialise innovative products and services
- **Creation of a new knowledge base** in Thames Valley Berkshire
- **Match funding Partners** – TVB LEP & SBC with Brunel Uni and RHUL as strategic partners
- **Location** Observatory House 5th Floor South Side
- **Funding Value** - £3.8m
- **Operator procured by mid April and operational by mid June**



Outcome 5 – Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

RENEWAL PLAN

Response

Recovery

Renewal

- Promote a **whole organisation**, and **whole system**, approach that actively discourages silo mentality;
- Acknowledges and builds upon the momentum created with the **voluntary, community, charitable, faith sectors** to reinforce their role as key strategic partners;
- Promote SBC as a **partner of choice** across central government departments;
- Seek to enhance existing partnerships with the **private sector**;
- Accelerate **regeneration and investment** in Slough so that existing projects do not lose momentum and that original delivery timescales are maintained, where this is within the control of the Council and its delivery partner;
- Create a **wealth/health virtuous circle** that can be reinvested in Slough; **that** is the **catalyst for a renewed Slough** that places an emphasis on improved health & wellbeing, promotes inclusive growth, reduces isolation and champions social cohesion