

# Covid 19 Recovery & Skills Cabinet November 2020

# 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

## RESPONSE PLAN

Response

Recovery

Renewal

- Agree timetable to **wind down emergency planning** arrangements (GOLD / Silver, Operations room, daily service reporting etc.)
- Implement requirements for **Local Outbreak Control Plans** and **Test and Trace**
- Undertake **lessons learned** exercise to inform planning for potential future second wave
- Roll out process for **reopening SBC** buildings
- Maximise opportunities to maintain collaboration with **voluntary, community and faith sectors**
- Identify **key strategic partners** to work with to maintain momentum created with initial response
- Scope approach to capturing One Slough **data and information** sets and a common picture
- **Silver task groups** to identify priority areas for Recovery Plan
- Align **statutory and regional** recovery plans

# WHAT WE KNOW ABOUT THE CONTEXT

## COVID-19 IS FUNDAMENTALLY CHANGING THE OPERATING CONTEXT FOR THE NEXT 18 MONTHS +

### 4 waves of health need

- Covid-19 victims (over 2 waves)
- Unmet demand from lockdown
- Escalation of health conditions from lockdown
- Long-term HWB impacts of isolation re mental health, poverty, immobility

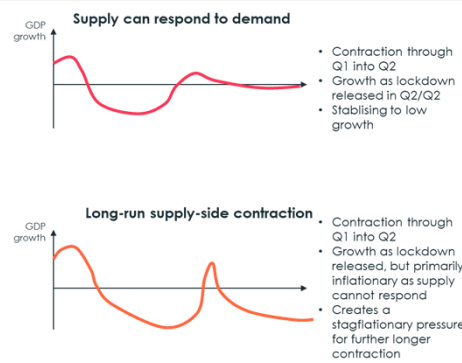
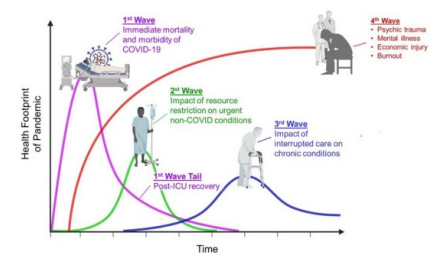
### Negative impact on economy

- Macro-shock to GDP
- Increased bankruptcy
- Increased indebtedness
- Increased poverty
- Likely to be a sustained period of low growth in all scenarios

### SBC service challenge

- Backlog of demand
- More demand
- More complex demand
- Demand from a greater range of customer types (with different expectations)
- Reduced revenue generation

Health footprint of #coronavirus pandemic



**The pre-Covid ways of working cannot meet the demand and capacity challenge**



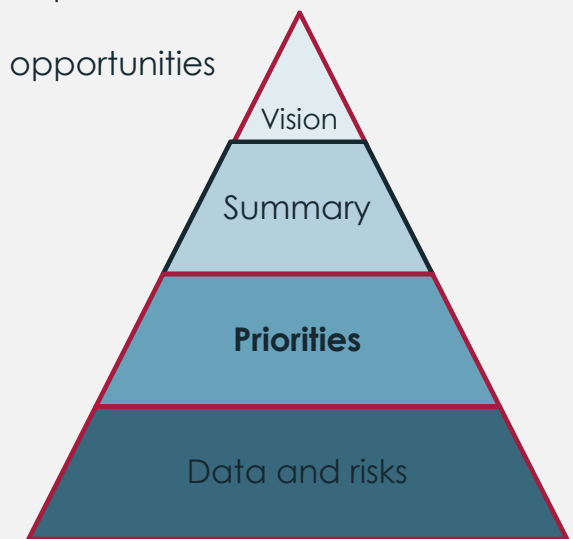
## RECOVERY PLAN - PRIORITIES

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



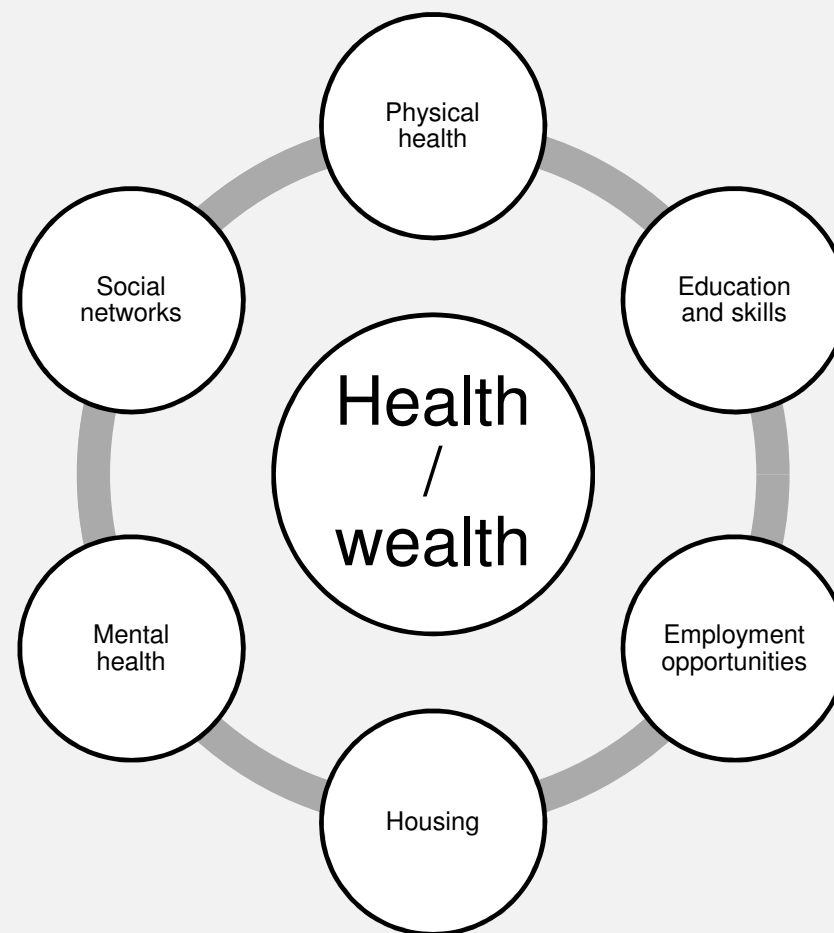
## RECOVERY PLAN

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

# 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

# Governance - Regeneration Economy and Skills Board



SLOUGH 2040 VISION

Borough Strategy

5 Year Plan

Wellbeing Board

Safeguarding Partnership

Safer Slough Partnership

I  
G  
S



Working groups falling out of IGS based around 6 Priorities



I  
G  
S

TC  
Framework

Local  
Plan

Transport  
Strategy

Meanwhile  
Strategy

+++++

Chair – Cex Thames Valley Chamber of Commerce. Reps include: Job Centre Plus, FE College, RH Uni, Akzonobel, Equinix, SCVS, L2W

# Priority 2 – 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** in partnership with Langley College and RH Uni – subject to MHCLG Funding of £2m

- A central Hub where multitude of providers can collaborate and align to offer services.
- This links into Partnership with Royal Holloway University HE delivery – approx 2022/23
- OH 5<sup>th</sup> Floor North side – fit out operator being procured currently to design a learning space
- Go live April 2021



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

# Construction and Health & Social Care Academies

## Construction Academy

A coordinated approach, bringing Partners together to deliver on a common purpose. There are 4 key components:

1. Growing number of jobs in this sector – linked to the number of jobs emerging with regeneration projects.
2. Aligning careers and information guidance to this sector.
3. Raising awareness of opportunities - Working with the Job Centre ensuring unemployed people are matched to these jobs.
4. Helping employers recruit from this pool of local and recently trained cohorts.

## Health & Social Care Academy

Our ambition is to introduce a new Berkshire-wide (East & West) Health and Care Academy that will fill an existing skills gap in the community, care and hospital sector.

It would help provide a broader range of opportunities for local people – providing an “easy pathway” into local and sustainable employment.

We would also tackle the shortfall of trained BAME staff within the health and social care sector and would explore positive action in training to redress this imbalance.

We will look at volunteering and apprenticeships as part of the package of opportunities.

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



## Priority 4 – 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:

1. **Fit out** of a brand new specialist R&D facility that facilitates collaborative research and actively supports Smart Specialisation – Procurement underway
2. **Design and operation** of an R&D accelerator programme for R&D researchers to help SMEs commercialise innovative products and services
3. **Creation of a new knowledge base** in Thames Valley Berkshire –
4. **Match funding Partners** – RH Uni, Brunel Uni, Heathrow Airport, LEP.
5. **Location** Observatory House 5<sup>th</sup> Floor South Side
6. **Funding Value** - £3.8m
7. **Go Live** April 2021



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

## Priority 3 - Regeneration and Infrastructure unlocking Growth – Meanwhile Use Strategy

- Linked to the Town Centre Regeneration and Inclusive Growth
- Informing events, programme and activity
- Meanwhile activity being delivered with Developer and community Partners
- Focused around needs of communities and rediscovering the High Street
- ARUP commission
- Strategy complete Nov 2020



**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