

OUR APPROACH

APPENDIX 2

ANGUS COUNCIL – RECOVERY & RENEW STRATEGIC FRAMEWORK

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1. INTRODUCTION

The declaration of a global pandemic by the World Health Organisation in March 2020, and the subsequent impact within the UK has been unprecedented.

The pandemic continues to create an abundance of challenges for our citizens, our communities, businesses and our organisation; affecting those who are most vulnerable within our society.

The vaccination programme is well underway, progress is on track to have first dose vaccinations complete by end of July as per the Joint Committee on Vaccination and Immunisation advice and guidance. This, alongside Test & Protect and the introduction of Asymptomatic Community Testing (from 12 April 2021), underpins the progress in support of easing our way out of lockdown restrictions. There is also likely to be booster immunisations for Covid-19 alongside the annual flu vaccination programme. Scottish Government have published the updated route map and proposed timeline for the easing of restrictions.

Covid-19 as a virus, will remain with us for months and potentially years. Therefore, we must ensure that our approach remains flexible and adaptable and we are ready to escalate should there be further outbreaks, peaks and or challenges. The impact of Covid-19 on our economy, our citizens and on council services will be long lasting, and, as restrictions are lifted part of our recovery will be the ongoing adaptation of council services to respond to these impacts.

We must also be aware of other and concurrent risks that may require an emergency response. Therefore, the recovery and renew framework must reflect the continuation of response and the transition into recovery work.

This framework sets out the context, the principles and ethos of recovery, alongside our council priorities and our transition from response to recovery, signposting our work.

2. CONTEXT

Angus Council's plan sets a clear vision; **Angus is a great place to live, work and visit.**

This vision was detailed in the Council Plan 2019-2024 which was approved and published in 2019. The plan outlined work planned for the coming year while acknowledging reducing budgets coupled with an increasing demand for services. As a result of the Covid-19 pandemic and the simultaneous impact and change globally, nationally and locally, priorities have been reassessed to consider how best we support our people and our businesses in Angus to recover and renew over the short, medium and longer term. We have continually reviewed our response to and built on that experience and learning, presenting a revised plan in September 2020 and March 2021, reaffirming our commitment to four strategic priorities. As we continue to face the challenges presented by and because of the pandemic, mindful that its full impact is yet to be realised we reaffirm our commitment to these priorities.

1. **Angus to be a go-to place for businesses**
2. **To maximise inclusion and reduce inequalities**
3. **Our communities to be strong, resilient and led by citizens**
4. **Angus Council to be efficient and effective.**

The principles of recovery are in line with our priorities and will support the ongoing delivery of our services as we reimagine and transition into recovery.

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3. THE ETHOS OF RECOVERY & OUR VALUES

The ethos of recovery is all about people. Caring about people; our citizens, our staff, our communities and our businesses. We want our communities to become more resilient in supporting each other and this can be achieved through a range of approaches. The global pandemic has created local, national and global challenges, all of which are interdependent in our world. It is therefore important to understand what can be achieved locally and where we can influence future local and national policy.

The Preparing Scotland doctrine defines recovery as:

Recovery is a co-ordinated process of rebuilding, restoring, rehabilitating and, perhaps, regenerating communities following an emergency. Its purpose is to minimise their harmful effects on individuals and communities. It is more than a simple remedial activity, replacing what has been destroyed, or recuperation for those affected. It is a complex social and developmental process. The way recovery is undertaken is critical to its success.

Recovery is best achieved when the affected community is able to exercise a high degree of self-determination and contribute to the process.

Recovery can be wide ranging and long term, involving many more agencies and participants than an initial response to an emergency. It will be subject to scrutiny from the affected communities, its elected representatives and the media. It is essential for the process to be based on sound principles and effective management.

As we consider our recovery and renewal from the impact of Covid-19, we are in the unique position of being able to redefine the way that we work and potentially "fast forward" new ways of working. Our learning from the past year is essential to how we shape our future. We need to understand what has worked well, the opportunities for change and or reducing/stopping some of the things we did prior to Covid-19.

We will deliver services differently. We are operating in a new space; new to all of us. This provides our services and partnerships with new opportunities to engage with and empower our communities and think about how we work together in the future. We have the chance to collectively define "what does renew look like?"

Angus Council's values underpin the ethos of recovery and renew. They are fundamental to how we deliver our services and how we support recovery.

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4. WHAT WE KNOW & THE NEXT STEPS

Our response to date has presented opportunities and increased the demands on many of our services. We have reported our response and actions to Angus Council and will continue to do so. We also know there are many knowns and unknowns at this stage and impacts that are still widely unknown, although anticipated.

This year's 2019/20 Local Government Benchmarking Framework (LGBF) data sets out the position reached before the pandemic delivered a significant shock to the system. Although the full effects will not be known for some time, there is a growing consensus that the future will see worrying new levels of poverty and inequality, a potentially overwhelming growth in mental health and wellbeing issues, and severe and long-lasting damage to the economy.

Research from a range of sources, indicates that the impacts of Covid-19 and the public health measures taken to address the spread of the virus, have increased inequalities, exacerbating poorer outcomes. This is likely to be a long-term trend. Demographic groups that were already disadvantaged before the pandemic are more likely to experience negative effects in many different areas of their life, including in educational opportunities, employment prospects, financial security, social outcomes and health and wellbeing. Some of the most impacted groups are children and young people; older people who are isolated; people with pre-existing mental health problems; people with long-term disabling physical health conditions; unemployed people and those in insecure employment; Black, Asian, and minority ethnic communities; single parents and women. Therefore, our focus must remain on our priorities as outlined within our Council Plan must be to assess the impacts against the future knowns and anticipate and plan for recovery with increasing demands and stressors across our societal systems. We must also consider how best we do this.

We must now transition from the response and our management of the incident to the recovery co-ordination stage. A strategic oversight group, (with membership from the council leadership team) has been in place for some months with a focus on the internal aspects of our business. As we stabilise with the easing of restrictions which will continue to be based on the level of positive cases, hospital admissions and the roll out of the various vaccination and testing programmes, we must focus on how best to support recovery.

Preparing Scotland outlines structures for recovery (noted at [figure 1](#)) and this has been adapted to include the council's priorities. The knowns and unknowns must continue to be assessed and researched to allow us to consider demands appropriately and proportionately. Our ambition to be bold through innovation will support our work, alongside the reflection and review of our learning.

The co-ordination of recovery is best described as a "hub and spokes" model; the Recovery Co-ordination Group being the hub, and the various services/thematic groups being the spokes of work. This model will work for Angus Council and is in keeping with our resilience plans. ([figure 2](#))

RECOVERY			
Economy	People	Place	Our Business

Figure 1.

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Silver Reports to Gold (resilience partnership and Scottish government links)					
Bronze Groups (Briefings to silver)	Community planning/engagement	Angus Response to Covid (ARC)	Grants subgroup	Economic recovery (Tay Cities link)	Staycations and visitor management
Our Business Groups (briefings to silver)	HR subgroup	Agile and workforce	Our business		
Partnerships (briefings to silver)	Resilience partnership and subgroups	Tay Cities	Community planning		

Figure 2.

5. RECOVERY & RENEW CO-ORDINATION

The ongoing response to the pandemic will now move to recovery co-ordination, acknowledging that there may be further peaks in cases and or challenges that require us to escalate and stand up our incident management arrangements.

The following groups will commence and assume respective roles and responsibilities for the co-ordination of recovery and renewal activities and a date agreed by the Chief Executive.

Objectives and terms of reference will be developed and agreed for each group, by each group. Proposed membership is detailed appendix 1, page 8, alongside templates for use. Having the right specialisms and people in place, who are representative of current partnerships and work, alongside Chairs of bronze groups, will ensure there are links with all relevant partnerships and projects.

The Council Emergency Centre will continue to support recovery activities, including the production of a meetings schedule.

- a. GOLD - the Recovery Oversight Group – – frequency of meetings – every 3 weeks; this group will be known as Gold Recovery.**
- b. SILVER - the Recovery Co-ordination Group – will replace the existing silver group. Frequency of meetings – every two weeks; this will be known as Silver Recovery.**
- c. BRONZE - service delivery/thematic groups, Frequency to be determined by each group depending on tasks; groups will be known as Bronze Recovery and name of the workstream or partnership.**

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6. RECOVERY PRIORITIES - ANGUS

Our essential services have continued to be delivered. Work is underway to restart other services and address recovery challenges. Co-ordination is vital to ensure we identify the demands, risks, resource issues and longer-term impacts. The following areas have been identified from a range of sources, including our incident management meetings and the various subgroup and bronze meetings that have been held. In addition, we are aware there are still many areas unknown. So much of our work is interconnected and interdependent and many of the areas already identified align across all our priorities. This is an overview and not a final list; this will change over time.

PRIORITY 1 – ECONOMY	PRIORITY 2 - PEOPLE	PRIORITY 3 – PLACE	PRIORITY 4 – OUR BUSINESS
Employment - job losses & opportunities; training opportunities/re-skilling.	Support for mental health and physical wellbeing.	Building confidence for visitors/staycations.	Review the restart and or change in service delivery.
Guidance and support to avoid where possible business closures/emerging closures/losses.	Evaluation and focus on educational engagement, participation and performance	Enabling opportunities for modal shift for travel and transport.	Support staff health and wellbeing.
Enablement of potential economic opportunities and growth.	Build confidence in care services and future planning/mobilisation of services.	Engaging with communities to enable empowerment.	Monitor and manage the demands on services.
Engagement of food and drink/hospitality sectors and tourism	Address and support where possible poverty/hardship/humanitarian aid.	Work in partnership for the delivery of services to communities.	Continue the work of the agile review and our use of property.
Tay Cities enablement in clean growth (inc. farming and agriculture)	Work in partnership to support the wellbeing of citizens	Support the use of our spaces – town centres, open spaces and regeneration.	Continue to review, deliver and monitor the Change Programme
Use of grants (links to all priorities)	Monitor and manage any increase in protection referrals.	Enablement of housing and capital projects, repairs and voids.	Evaluate and allocate grant funding.
Environmental Health and Trading Standards focus on enablement		Work in partnership to support service delivery through the third sector.	Continue to engage and communicate effectively.
			Enable and continue to support digital transformation & cashless.

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It is not the intention to duplicate work, rather that there is situational awareness on recovery activities. These are key areas of work that will require one or more services to collaborate; we know some of this is already in place. Where further information is required, e.g. community impact assessments, it will be for the Chair of a group or service lead (s) to determine the best course of action. The benefits and value of co-ordination cannot be underestimated and will ensure we target our resources accordingly. It will be for the Silver Recovery Group to co-ordinate the strands of work and identify where there are areas of further demands to consider.

7. LOCAL PARTNERSHIPS & FRAMEWORKS

The Tayside Local Resilience Partnership, (LRP) has convened a recovery and renewal subgroup, which is chaired by a strategic lead from Tayside Contracts. A recovery and renewal framework has been developed and produced for the partnership and agreed by the LRP. (co-authored by manager, risk, resilience and safety)

The framework has been developed by the (LRP) as a guide and reference for partners as we approach recovery and take advantage of renewing opportunities. It draws on the good practice from existing civil contingencies doctrine and encompasses the knowledge and experience of existing partnerships and structures across Tayside.

It is presented in 5 steps: as a plan on a page. [\(figure 3\)](#) In addition, it outlines the local and national structures, aligned to community planning at local level and the link to government co-ordination. [\(figure 4\)](#). The plan on a page is particularly helpful in underpinning our approach within Angus.

What is the context?	What will we do?	Who will do this?	How will we ensure progress?	What do we want to achieve?
Consider global, national, regional and local context - pandemic	Anticipate, assess, gather intelligence, lessons, analysis, trends and actions.	Workstreams, partnerships and organisations.	Develop and implement action plan. Monitor and review.	Better outcomes.

Figure 3.

Angus Council	Resilience Partnership	National level
Links to Community Planning partnerships	Links to Recovery oversight group	Links to Strategic co-ordinating group
Workstreams	Links to partnership groups	To national groups where relevant.

Figure 4.

The Community Planning Partnership has a vital role alongside the delivery of services to communities to support empowerment, engagement and community impact assessments. Work is already underway in several key areas which will support many of the priorities aligned to people and place and localities. This work is ongoing and developing with community planning partners.

Tay Cities work is also well established and progressing. It is vital this work is aligned to the wider local and national recovery, and that further strands of work are identified in support of our economy and businesses.

8. GOVERNANCE

A template for Terms of Reference (ToR) is attached at [appendix 4](#). This will support consistency of approach for all of the groups. Action plans should be developed for each strand of work.

Membership of Gold and Silver groups is noted at [appendix 1](#). This includes representatives from key partnerships.

Template documents; an agenda, Chairs' reporting template and three-minute brief are attached for use by each group at [appendix 2](#) and [3](#).

Risk management and health, safety and wellbeing will be vital in terms of our ongoing work. These will be standing items on the agenda.

The next steps are to convene the Silver Recovery Group to scope and outline the various strands of work. Community impact assessments on people, place and economy will be vital.

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APPENDIX 1 - Membership

GOLD	SILVER
Council Leadership Team	Economic
Specialist advisors as required.	Community planning partnership
Angus Alive	Angus Health & Social Care Partnership
	Children, families and justice.
	Schools and learning
	Open space/visitors
	Agile lead
	Change projects
	Housing
	Services to communities
	Third Sector
	Environmental Health
	Specialist advisors (safety, comms, HR etc)
	Angus Alive
	Co-opt others as required.

APPENDIX 2 – Recovery and Renew Template Agenda (All groups)

AGENDA

1. Welcome and apologies
2. First meeting, Terms of Reference etc
3. Matters for immediate attention – urgent
4. Health and safety
5. Notes of previous meeting and matters arising
6. Audit/impact assessments
7. Action plan/tasks/leads
8. Communications
9. Risks
10. Matters for escalation to Silver
11. AOB

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APPENDIX 3 – Recovery Group Chair or Service – Highlight Report Template

HIGHLIGHT REPORT – RECOVERY	
NAME OF GROUP	
PERIOD DD/MM/YY – DD/MM/YY	
Recovery Group or Service Lead	
1. Key priorities for Recovery (Group or Service)	
2. Current Impact assessments to be undertaken/audit	
3. Action Plan with intended outcomes and timescales	
4. Next steps	
5. Areas to highlight/decision/escalation/risks	
Additional comments e.g. financial	

Submit to Silver Recovery Co-ordination Group via the council emergency centre emergencycentre@angus.gov.uk after meetings or at least monthly to allow an overview report to be submitted to Silver and Gold.

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APPENDIX 4 – Terms of Reference – outline for guidance.

Insert recovery group

Terms of Reference

(This template is a guide. It is not prescriptive and can be amended. It is presented to support and underpin consistency across several groups.)

1. AIM & OBJECTIVES

The aim of the *insert recovery group* is to

Objectives

insert

Note – existing partnerships will not require to complete a terms of reference, rather integrate into existing workstreams and record in the usual way.

2. SCOTTISH GOVERNMENT STRATEGIC FRAMEWORK & ANGUS COUNCIL PLAN

The pandemic continues to impact our business, our staff, our citizens, our economy and wider communities. As we transition and stabilise into recovery and renew, medium to longer term impacts will become more evident.

Protecting and supporting our staff, Angus citizens and businesses will continue to be our focus.

The *insert recovery group* will have regard to the Scottish Government's Four Harms and the Angus Council Plan, based on people, place, economy and our business. The Recovery & Renew Framework will also be useful in terms of the longer-term impacts.

The Four Harms are detailed as follows:

- direct health,
- indirect health,
- economic,
- and social impacts.

<https://www.gov.scot/publications/coronavirus-covid-19-strategic-framework-update-february-2021/pages/providing-care-and-support/>

https://www.angus.gov.uk/council_and_democracy/council_information/plans_policies_and_strategies/council_plan_2019_2024

4. CRITERIA

Please set any criteria for the work you require to do. (e.g. against national frameworks, indicators, existing workstreams etc)

5. MEMBERSHIP, ROLES AND REMIT

The group can add to either membership as required.

(List services and or partners required)

Insert key roles and remit (e.g. delegated authority, approvals/decisions etc)

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Development of action plans, medium and longer terms priorities with key tasks, lead officer, timescales and milestones.

6. MEETINGS/ REPORTING

The secretariat of specific recovery groups will be undertaken by the Council's Emergency Centre, this includes:

- preparing agendas and supporting papers
- preparing meeting notes, invites and information.
- Use of Raven, incident management system for recording.
- Any other tasks as required.

Frequency of meetings to be agreed. This may also be dependent on the Council's committee cycle.

- I. Existing partnership arrangements should continue to be utilised.
- II. Each recovery group and or partnership should provide a highlight report using the agreed template (attached) after each meeting.
- III. The group will report to Silver as the co-ordinating group, using the agreed template and uploaded to the silver recovery group file in SharePoint.

7. Amendment, Modification or Variation

This Terms of Reference may be amended, varied or modified by agreement.

Note: *blue italics are for each group to consider inserts relevant to the work of the group.*