

Recovery Plan Monitoring/Progress Report September 2020

Key Priority:

1. Focusing on Delivery:

Action	Progress to date and milestones/projects/planned opportunities
<p>1.1 Ensure that staff are equipped and supported to undertake their duties in accordance with the Recovery Plan priorities by:</p> <ul style="list-style-type: none">• Providing Covid-19 safe working environments through maximising use of available Council buildings and assets;• Increased use of flexible working arrangements, to include provision of technology that enables home working on a regular or ad hoc basis;• Provision of welfare support activities.	<ul style="list-style-type: none">• Revisions to homeworking policy have been developed, agreed with Management Team and Unison and are now being implemented, including full homeworking risk assessments for dedicated homeworkers.• A corporate COVID19 risk assessment has been produced to ensure all working environments for Council employees are safe, and service specific risk assessments have been developed to support different operational areas.• A range of adjustments have been made to office layouts and working arrangements to ensure the risk assessment is adhered to. This has included relocating some staff to alternative locations, changing office layouts or moving employees to different areas of the building and introducing screening• All Council owned properties that are occupied by staff have been COVID19 risk assessed and “signed off” as Covid secure.• Plans have been developed and implemented to support staff returning to work at the end of the shielding period, with additional support and guidance provided to employees and Managers where required• Many teams are utilising rotas balance effective delivery of services, response / recovery requirements and the number of staff working from King’s Court at any time.• Additional IT equipment has been provided to enable a large number of employees to undertake work from home. Training is being developed to support employees in maximising the use of the new technology available on an

	<p>ongoing basis.</p> <ul style="list-style-type: none"> • Welfare support and practical guidance on health related issues linked to COVID19 continue to be provided. • Continue implementation and provision of ICT connections & infrastructure to support/enhance adapted working methods including virtual meetings • Personnel co-ordinate COVID19 testing for employees. • <i>Within Alive West Norfolk</i> - Secure plans are in place for Leisure and Corn Exchange and available on website. This includes an overarching Risk Assessment and detail of action taken to ensure safety of customers and staff.
<p>1.2 Ensure that staff resources are deployed effectively to deliver the Recovery Plan and the future needs of the Borough, to include the ability to respond rapidly to subsequent waves of Covid-19 and/or local or national lockdowns. This may involve short or medium term redeployment of staff to address priority tasks.</p>	<ul style="list-style-type: none"> • Redeployment of staff within the Council to response / recovery duties has been co-ordinated centrally to ensure an effective matching of knowledge and skills to the needs of those teams requiring additional resources. • The process of managing the return of redeployees to their normal job role has also been managed centrally, to balance the needs of redeployed and 'home' services. • Work to identify the potential resource implications of a second wave/local lockdown for the resilience hub has been undertaken and work to prepare for the delivery of other priority functions is being progressed. • "Lessons learnt" log being compiled from outbreaks in other areas and a desktop reponse exercise is being carried out. • Work on building sites is now progressing well and keeping to programme. Temperature testing and social distancing should help keep the sites open should a second wave hit this area.
<p>1.3 Ensure that procedures and technology are in place to enable democratic processes to run effectively and to support Elected Members to</p>	<ul style="list-style-type: none"> • All Elected Member meetings have been moved to Teams or Zoom with the provision of additional support and advice to Members to ensure they are able to operate the associated equipment successfully.

<p>perform their roles in the new operating environment.</p>	<ul style="list-style-type: none"> • Adjustments to protocols and formats for meetings, including the live streaming of formal meetings, have been successfully implemented. • Implementation and provision of ICT connections & infrastructure will continue to support/enhance adapted working methods where identified
<p>1.4 Use of innovative methods to keep staff, partners and customers informed during the Recovery period, to include effective communications support for corporate campaigns.</p>	<ul style="list-style-type: none"> • The COVID19 response has seen a significant increase in the use of social media to communicate with customers and this will continue into the recovery phase. • Regular staff updates have been circulated and have been welcomed by staff, leading to a new weekly email briefing on a range of issues to keep staff well informed. • Production of the staff newsletter has recommenced following a break during the response phase. • <i>Within Alive West Norfolk</i> – board reports, management meetings and staff updates are in place
<p>1.5 Ensure that Council buildings open to the public in a Covid-19 safe manner, whilst capitalising on the innovative solutions used during the Covid-19 Response phase to offer equal opportunities for all residents to access services and support. This will include support for services in developing digital solutions such as cashless payment facilities and on-line applications.</p>	<ul style="list-style-type: none"> • Plans for the safe re-opening of King’s Court have been developed based on Government guidance and the necessary adjustments to the layout of reception and screening for interview rooms is currently being progressed. • A communications plan is being developed to advise customers of the appointment only service that will be introduced when King’s Court does re-open to the public. • Communications with DWP are ongoing to ensure a consistent approach between building users. • Services will be supported with further development of digital solutions – cashless payment facilities, online applications, development of customer digital experience • Working with the Department of Work and Pensions (Job Centre) for their operations, and service delivery, within King’s Court and examining scope to offer an extended service and public accessibility to help with potential

	<p>employment issues arising from COVID19</p> <ul style="list-style-type: none"> • <i>Within Alive West Norfolk</i> - Secure Plans are in place for Leisure and Corn Exchange and available on website. Contains overarching Risk Assessment and detail of action taken to ensure safety of customers and staff.
<p>1.6 Closely monitor the financial implications of Covid-19 on income and expenditure budgets and provide regular updates to Management Team and Cabinet.</p>	<ul style="list-style-type: none"> • Draft revenue and capital outturn position reported to Cabinet on 19 August 2020 • Budget Monitoring information provided to Management Team and Cabinet up to and including July 2020 (Report to Cabinet 22 September 2020) • Revised budget presented to Cabinet 22 September 2020 including actions to identify savings including refresh of cost reduction/income generation plan and corporate projects for 2021/22 • Further budget monitoring reports to continue during the financial year • Estimates and Financial Plan to be developed for 2021/22 – 2025/26 to report to Cabinet and Council in February 2021 • Cashflow forecast updated and being monitored • Where tenants of the Council’s commercial property portfolio have been adversely affected, the Council will work with those tenants to manage service charge and rent arrear issues over a period of time on a case-by-case basis • <i>Within Alive West Norfolk</i> - Reports to Board on effect of closure and budget implications
<p>1.7 Conduct a Council wide review of expenditure and service provision, to focus resource on recovery and update the Council’s Cost Reduction Programme from 2020/21 onwards.</p>	<ul style="list-style-type: none"> • Revised budget presented to Cabinet 22 September 2020 including actions to identify savings including refresh of cost reduction/income generation plan and corporate projects for 2021/22 • <i>Within Alive West Norfolk</i> – initiating of further cost reduction plans has commenced

<p>1.8 Review and prioritise projects within the Capital Programme to ensure that it reflects changes to the Council's financial position and affordability, while also supporting investment projects that deliver inclusive growth and a reduction in the Council's carbon footprint.</p>	<ul style="list-style-type: none"> • Capital outturn position reported to Cabinet on 19 August 2020 which included rephasing of some capital projects going forward • PRS units identified early on Dewside and Cowper Place, where none were planned, to help the Councils revenue position • Although some projects have stalled owing to Coronavirus issues, an on-going dialogue with a number of potential investors and/or occupiers has been maintained throughout the Recovery period. • Projects such as the Nar Ouse Enterprise Zone have been progressed and funding opportunities have been secured. Potential sales of land with purchasers looking to develop sites themselves for their own occupation have been progressed and interest from potential occupiers of speculative build offices and light industrial units (funded by the council in partnership with the New Anglia Enterprise Partnership) has been maintained. The council is progressing the construction of secondary road, and utility, infrastructure with its public and private sector partners to open-up this important site in order to facilitate future growth, development and investment. • Contact has been maintained with potential occupiers of investment project opportunities • <i>Within Alive West Norfolk</i> – Leisure and Arts capital programme to be reviewed
<p>1.9 Provide relevant financial updates to MHCLG or other Government Departments as required to support and lobby for further financial support or compensation in respect of the financial impact of Covid-19. Assist AWN to claim maximum grants and assistance from Government funding schemes following prolonged periods of closure and limited capacity on re-opening due to social distancing measures.</p>	<ul style="list-style-type: none"> • MHCLG returns completed for April – July periods and will continue. These returns have been used by MHCLG to assess the impact of COVID on local authorities and has generated £1.9m of emergency COVID funding to date • Review of Sales, Fees and Charges loss of income being undertaken in order to claim for reimbursement as part of the Government's Sales, Fees and Charges Grant Scheme for the period April – July 2020 with opportunity to submit further claims due during 2020/21. Leisure provision by AWN not eligible. • Supported AWN to submit claim of £247k for arts and culture services (awaiting confirmation if successful)

	<ul style="list-style-type: none"> • Awaiting further announcements of financial packages to support leisure industry • <i>Within Alive West Norfolk</i> - Application in for £248,000 to Arts Council, awaiting any updates on whether grants will be available for Leisure losses
<p>1.10 Continue implementation and provision of ICT connections and infrastructure to support and enhance adapted working methods, including virtual meetings. Report regularly on Cyber Security activity and implement mitigating actions where applicable.</p>	<ul style="list-style-type: none"> • Implemented and provided support for homeworking solutions and office relocation as required and approved by Management Team • Implementation/rollout of Teams and Zoom to enable virtual meetings where necessary has been completed • Will continue with implementation and provision of ICT connections & infrastructure to support/enhance adapted working methods where identified • ICT will continue to carry out health checks and remediate actions to ensure ICT and changes to infrastructure and networks are operating in a secure, safe environment

Key Priority:

2 Delivering growth in the economy and the provision of local housing

Action	Progress to date and milestones/projects/planned opportunities
<p>2.1 Ensure that action is taken to support re-opening the high street and tourism activities in West Norfolk, making use of available grants and innovative campaigns and with a particular focus on safe shopping and outdoor activities.</p>	<ul style="list-style-type: none">• Now implementing activities identified in the re-opening the high street grants allocation (£134k).• Introduce 'West Norfolk Welcomes' promotional campaign to promote safe shopping, consumer and business confidence and innovation.• Implementing measures to support tourism as part of the £360k funding from the Norfolk Strategic Fund. Measures include improvements to public realm, outdoor seating, digital signage and enhanced cleaning of public spaces.• Create an events programme for the next 12 Months with particular focus on 'little and often' outdoor activities including engagement with schools for a digital creativity and skills programme.• Work in partnership with Visit East of England to deliver a £500,000 'Unexplored England' marketing campaign to extend the holiday season safely in Norfolk and Suffolk with the support of all the region's tourism organisations, local authorities and the UK Government '• Advice is being provided by Environmental Health officers to businesses throughout the Borough
<p>2.2 Provide a range of support to local businesses to assist with their recovery from the COVID19 pandemic, including the provision of advice, information and accommodation / space for retail and food operators.</p>	<ul style="list-style-type: none">• Reviewing communication strategy to provide more targeted advice to businesses (particularly around opening businesses safely, changes in govt advice or access to business support). Consider greater use of targeted emails, use of webpage, business forums to ensure businesses are aware of initiatives to help support them

	<ul style="list-style-type: none"> • Prepare an overarching strategy for the economic development of King’s Lynn, Downham Market and Hunstanton to ensure that external funders/investors understand the broader vision for these areas and identified actions/projects to achieve those ambitions. • Accelerate the construction of business units within the Enterprise Zone to provide high quality business accommodation. • Facilitate and signpost grant funding support available to businesses from central government, LEP and Norfolk Strategic Fund to support business adaption, resilience and growth. • Provide support to businesses to minimise the impact of redundancies in the district, signposting to partner organisations for support where appropriate. • Work with the LEP to promote the redundancy ‘triage’ service for support to individuals who have been made redundant. • Advice is being provided by Environmental Health officers to businesses throughout the Borough • Working with the council’s occupiers of its commercial property portfolio to help to manage Covid-19 related cash flow issues, particularly in the hardest hit sectors such as retail, leisure and tourism • Maintain an on-going dialogue with large-scale investors in the town centre to identify opportunities for collaboration, or joint working, to help reinvigorate King’s Lynn town centre in-line with other initiatives such as Future High Street Fund, Town Deal and High Street Heritage Action Zone
<p>2.3 Ensure opportunities for funding to support economic recovery in West Norfolk are maximised. To include working closely with partner organisations, in particular the LEP and NCC, promoting and administering</p>	<ul style="list-style-type: none"> • Future High Street submission made in June – unlikely to hear before end of October 2020 • Town Investment Plan (TIP) and long and short list of proposals for financial package drafted, and subject to consultation with Town Deal Board, Cabinet, and wider identified stakeholders. To be submitted end of October, Heads of

<p>grant schemes and engaging with national consultations with an economical and financial impact on growth across the Borough.</p>	<p>Agreement with Government anticipated by end of December.</p> <ul style="list-style-type: none"> • Submitted Accelerated Town Fund proposals (School of Nursing and Public Realm package) in August. Notified that these bids were successful in September 2020. • Worked with LEP to provide details of projects to align with the Norfolk Investment Plan, Norfolk Infrastructure Plan – and liaising closely with LEP on commissioning a demand analysis for a collaboration and innovation centre • Have paid out over £39m of business grants (August 2020) to local businesses • Discretionary Grant Scheme Phase 1 and Phase 2 developed and implemented resulting in payment of circa £800k to businesses. Scheme now closed with final payment date of 30 September confirmed by Government • Business rates relief has been applied to all relevant businesses in accordance with Government guidance (need figure)
<p>2.4 Develop a new strategy to respond to 'Everyone In' initiative, increasing the supply of suitable housing in appropriate locations</p>	<ul style="list-style-type: none"> • Planning permission submitted for Reid Way - delivery of 7 new modular homes to directly support Next Steps accommodation programme (that follows Everyone in)- planned delivery on site January 2021. • New Norfolk wide partnership formed for coordinating housing related support recognising the value of support in preventing homelessness. • Agreed arrangements for operating the Winter Night shelter in a covid-safe way • Identifying some opportunities for conversion of redundant town centre retail to residential using external funding. • Identifying a number of council-owned sites that may be suitable for the delivery of housing units and bringing them through the initial phases of development by undertaking site investigations and planning enquiries/permissions to de-risk these sites.

Key Priority:

3 Protecting and enhancing the environment including tackling climate change

Action	Progress to date and milestones/projects/planned opportunities
<p>3.1 Ensure that the Council’s commitment to its carbon reduction strategy remains a high priority during the COVID19 recovery phase. Ensure the impact of COVID19 is reviewed to identify any impacts on existing plans to address carbon reduction, revising actions and timescales as appropriate.</p>	<ul style="list-style-type: none"> • Encourage Active travel for customers and staff • Investigate cycle to work scheme to encourage active travel for staff • Encourage meetings through Teams / Zoom to reduce vehicle travel wherever appropriate • Review policies in the Local Plan to promote sustainable development • ‘Local Cycling & Walking Infrastructure Plan’ for King’s Lynn has been commissioned and work is underway – with expected completion October/November • Work with NCC to identify areas for improvements to cycling infrastructure under the phase 2 emergency funding • Supporting services with developing digital solutions – cashless payment facilities, online applications, development of customer digital experience to reduce travel for our customers • The Council’s climate change policy went to Cabinet on 22 September.
<p>3.2 Ensure the Refit project is completed with measurement processes in place to confirm savings.</p>	<ul style="list-style-type: none"> • Develop phase 2 of the Refit programme to determine additional opportunities available to the Council
<p>3.3 Work with partners and the community to improve our natural environment.</p>	<ul style="list-style-type: none"> • Continuing to attend interest groups such as the XXX and XXXXX

<p>3.4 Ensure that the impact of COVID19 on waste and recycling activities within the Borough are reviewed and that food waste collection is returned to normal in an effective manner. Take steps to ensure that COVID19 does not impact on the transfer to the new Waste and Recycling contract in April 2021 and ensure that any learning from the pandemic is fed into the arrangements for the new contract.</p>	<ul style="list-style-type: none">• Progress the transfer of the current Waste and Recycling contract to a new contractor at the end of the current financial year. This work is on-going.• Explore options for reintroduction of food waste collection as soon as it is practically safe to do so. Vehicles for the new fleet due 01/04/2021 have been ordered, these included food pods similar to those on the current fleet.• Provide an effective communication strategy to promote the reintroduction of a food waste service when the service is reintroduced.
---	---

Key Priority:

4 Improving Social Mobility and Inclusion

Action	Progress to date and milestones/projects/planned opportunities
<p>4.1 Ensure that our vulnerable residents have access to advice, information and services which will enable them to maximise the opportunities and support available to them. In particular ensure the provision of sufficient resources to respond to the needs of residents in the event of a second wave of COVID19 or a local lockdown</p>	<ul style="list-style-type: none"> • Promote, maintain and expand the LILY database and service • Provide sufficient resources to the LILY team to ensure the additional burdens of managing the support to the vulnerable is achievable. • Be an active voice within Norfolk – supporting and promoting the Norfolk Vulnerability Hub • Support the Voluntary Sector and mutual aid groups to improve their capacity • Provide advice and information to our residents, businesses and visitors • Working with the Department of Work and Pensions [Job Centre] for their operations, and service delivery, within King’s Court and examining the scope to offer an extended service and public accessibility to help with potential employment issues arising from Covid-19 •
<p>4.2 Ensure that action is taken to respond to new opportunities/funding arising from COVID19 to address homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.</p>	<ul style="list-style-type: none"> • Submitted a bid for circa £1m under the MHCLG Next Steps Accommodation programme to provide 10 move on flats (already completed to be transferred to a housing association under a lease arrangement with associated support capacity) and 6 units of ‘housing first’ (commitment for a housing association to acquire 6 separate units of accommodation over the next 6 months) with significant • Secured with Norfolk County Council funding from MHCLG to provide services to homeless people with no recourse to public funds • Evaluating proposals formulated by NCC for a support service (with local delivery arrangements) that includes accessing ‘Life Chances Funding’ (DCMS)
<p>4.3 Ensure the Council participates in initiatives arising from the COVID19 pandemic which support the development of skills in and pathways</p>	<ul style="list-style-type: none"> • Work in partnership with NCC to support the delivery of the ‘Youth Pledge’ • Develop skills initiatives in the Town Investment Plan to reflect the local skills needs of businesses and provide future career opportunities for local people. • Work with local stakeholder and businesses to ensure that “Kickstart”

to work for local people	placements are available to you people across the Borough.
4.4 Ensure that opportunities and funding for the provision of new/additional apprenticeships are maximised, both by the Council as an employer and by supporting local businesses to maximise use of apprenticeship schemes.	<ul style="list-style-type: none"> • Monitoring of opportunities for the Council (as an employer) to access funding for apprenticeships is ongoing
4.5 Review and re-prioritise/re-focus the Council's improving educational attainment programme in light of the impact of COVID19 on primary and secondary schools, supporting our local schools to respond to the challenges of delivering a high quality education to young people in the Borough.	<ul style="list-style-type: none"> • A plan to re-engage with schools with a view to establishing priority areas for projects which will support new priorities for schools is being developed. • Projects are likely to support activities to bridge the gap in learning since lockdown to help ensure children achieve required standards will be a priority in the first instance.

Key Priority:

5 Creating and maintaining good quality places that make a positive difference to people's lives

Action	Progress to date and milestones/projects/planned opportunities
5.1 Identify and prioritise areas (including town centres and resorts) that should be kept clean and litter free to help build confidence for residents and visitors wishing to use these areas.	<ul style="list-style-type: none">• Staff have been re-tasked to prioritise keeping town centres and resorts looking clean and litter free to help build confidence for people wishing to visit these areas. Additionally funding secured to continue this which, due to value, is to be tendered.• Grant funding to provide deploy innovative 'compacting' refuse binds for higher footfall areas within the town centres and resort areas has been secured. This will provide circa 10 units to priority areas ideally linking to the NCC LoraWan network for reporting. These are about to be tendered, with installation likely for January.• Improve the information to visitors both static and dynamic to aide safe decision making especially in high footfall areas. Digital signage is being procured and static signage has being produced and is being updated as needed by changes in 'situation'.• Bring forward innovative solutions to encourage more responsible waste disposal and collection and reduce the littering in the resort and beauty spot areas – this has stalled due to issues with NCC and the fixing of signs to their lampposts etc, discussions are on-going.
5.2 Develop dynamic and responsible systems for receiving feedback and complaints about littering and fly tipping.	<ul style="list-style-type: none">• Develop a more dynamic and responsive system for receiving feedback and complaints of littering and/or fly-tipping along with operational issues. – this will be looked at later this financial year as not a priority as existing systems fulfil most urgent need.• Actively investigate and where appropriate prosecute offenders for fly tipping

	and/or dog fouling
5.3 Instil a greater priority of 'first impressions' be it vehicles, uniforms or social interaction with service users amongst front line staff.	<ul style="list-style-type: none"> Actively updating and maintaining uniform as opportunities present. Not able to prioritise as current management resource demand exceeds capability.
5.4 Ensure public realm assets which have an impact on residents and visitors first impression are appropriately maintained and that any improvements required to add value to the customer experience and comply with social distancing requirements are identified and progressed,	<ul style="list-style-type: none"> Actively invest time in maintaining public realm assets to reduce creeping degradation and improve the overall first impression. A condition survey has been completed for Hunstanton and is ongoing for King's Lynn with a view to creating a prioritised list of works and areas for attention. Review aging toilet facilities and prioritise projects that add value to the customer experience and comply with the revised social distancing objectives – this work is scheduled for end of season. Consider working with partners/private sector to bring forward revised facilities benefiting the local communities. (Heacham – South Beach Toilets), discussions with the car park at Heacham are on-going.

Key Priority:**6 Helping to improve the health and wellbeing of our communities**

Action	Progress to date and milestones/projects/planned opportunities
6.1 Work with partners, in particular the County Council, the CCG and the NHS, to understand local data and potential links between Covid-19 and social inequality and to support existing and new health and wellbeing initiatives.	<ul style="list-style-type: none">• The West Norfolk Local Delivery Group's first meeting since March 2020 has set the issue of Inequality as its first and paramount objective. The NHS will lead partners in initially understanding the data for Covid death and infections in order to address the root causes . For example initial indicators show diabetes as a high risk factor. Actions will follow• The Norfolk Vulnerability Hub has been set up as a database of vulnerable residents within Norfolk. This database initially to deal with the crisis is now being expanded to hold wider details with all agencies contributing data in secure manner.
6.2 Work with Alive West Norfolk to develop an outdoor activity offer within the Borough, to include Boot Camps, Yoga/Pilates/Tai Chi, Running Clubs and Walking Groups	<ul style="list-style-type: none">• AWN – Community Development plan being established
6.3 Develop and implement hardship grant to target local support to the most vulnerable individuals in our communities and process applications for financial support such as Universal Credit and Council Tax Support claims promptly to alleviate financial hardship faced by individuals across the Borough.	<ul style="list-style-type: none">• CTS Hardship Fund Round 1 distributed an additional £150 CTS to individuals in May 2020 – total awarded to date is nearly £400k• Remaining CTS Hardship Fund to be distributed as impact of furlough ending becomes clearer throughout the remainder of the year• CTS claims being processed in an average of 10 days meaning help is promptly given to those in need
6.4 Provide support for the Voluntary Sector to recover from the impacts of Covid-19 on their operations and to	<ul style="list-style-type: none">• Continue to support Community Action Norfolk and other umbrella groups via SLAs and other joint agreements• Look for joint funding bids with voluntary partners

<p>harness the support demonstrated by the public during the response to the pandemic into support for vulnerable people within communities on an ongoing basis.</p>	<ul style="list-style-type: none"> • Continue to utilise voluntary support via the LILY service • Continue to support the King's Lynn Food Bank by providing premises from the council's commercial property portfolio to help maintain support for vulnerable residents
<p>6.5 Support and actively engage with the Norfolk Vulnerability Hub and build on the success of the LILY model during the response phase to support those in need during recovery, ensuring that resources are in place to provide advice and information to vulnerable residents.</p>	<ul style="list-style-type: none"> • Increase the scope of the LILY service via the website and other media • Maintain staffing levels within the LILY team to meet the extraordinary demands of supporting the vulnerable through the recovery period • Within Norfolk, with other statutory and voluntary sectors partners, develop the NVH. Work underway to increase the scope and depth of the Hub database. • Work with partners to identify and support the vulnerable. Use data to pinpoint risk area and groups.