

## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

Economy Cell				
Objective One: The Economy is rebuilt to be stronger in future				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
<b>Support businesses through the crisis and beyond.</b>	Place and Client Services	<p>Work with partners to understand their own Recovery Planning and find opportunities to address impacts jointly (utilising existing networks including: One Colchester, The Ambassadors Group, North Essex Economic Strategy Group, and We Are Colchester (Town Deal).</p> <p>Continued policy alignment work, as part of Town Deal and development of Town Investment Plan.</p>	01/05/2020	Ongoing
	Place and Client Services / Colbea / Business support networks and partners	<p>Work with the key sectors within the borough to find specific support for businesses, building on engagement from networks and feedback from surveys / other intelligence.</p> <p>Provide funding for Colbea of £20K for support and advice services to businesses (and potential start-ups) in the borough, including 1-2-1 sessions - in addition to the £9.5K provided from April-July 2020.</p> <p>Monitor business insight through Colbea's business support and advice service and engagement with other partners including Our Colchester Business Improvement District (BID).</p>	01/05/2020	30/03/2021
<b>Build business resilience – sector specific with independents / SMEs at risk.</b>	Place and Client Services / Colbea / Innovation Centre / BID and other business support networks	<p>Work with business networks to support independent businesses access online and digital trading and marketing.</p> <p>This includes working with the BID and other support organisations to support local traders to access online shopping platforms for independents businesses.</p>	01/05/2020	Ongoing

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	Place and Client Services / Colbea and other partners	Networking - Continue to work with agencies who help to support Small and Medium Sized Enterprises (SMEs) including Colbea and learn from them what businesses sector by sector need to help build resilience.	01/08/2020	31/03/2021
<b>Set up Business intelligence workstream to understand the continuing effects of Covid-19 on the economy and build intelligence from national and local research, and insight and engagement with support networks and other partners to inform future strategy and action planning.</b>	Place and Client Services	Co-ordinating information and intelligence to ensure plan informed by the most up-to-date and correct information.  Create a 'dashboard' of national and local economic indicators for monitoring the effects of Covid-19 and reporting on a regular basis. Include on web site with link to newsletter / update communication sent to businesses.	01/05/2020	Ongoing
	Place and Client Services / other Councils and partnerships	Work across authorities to join research initiatives (surveys, for example) through current partnerships and networks (North Essex Economic Strategy Group, Essex Economic Development Officers group, 'We are Colchester' (Town Deal) and local business network partnerships) to gain value for money, access current research and trends and enable comparison.	01/05/2020	Ongoing
<b>Harness the positive opportunities for changes in ways of working as a result of the Coronavirus crisis (digital).</b>	Place and Client Services / BID / Colbea and other business support networks	Investigate a joint research project with partners into the effects of Coronavirus on transforming working patterns and how this could benefit the local economy (e.g. possibility of improving footfall to town centre through development of digital working 'hubs')	01/05/20	31/03/21
<b>Objective Two: Opportunities are developed to ensure the new economy is greener and more inclusive</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
<b>Enhance ability of businesses to developing new sustainable models and encourage new sustainable businesses.</b>	Place and Client Services / NEAs (North Essex Authorities) / Amphora	Ensure projects relating to economic recovery are aligned to the Council's climate change ambitions and projects are assessed for their impact on climate change.	01/05/2020	31/10/2020

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	Housing and Trading	Work across Council services to identify funding opportunities for businesses and the Council that relate to Sustainability and Climate Change including regular sharing and promoting of good practice through 'grant finder' and other insight and developing mechanisms to collect levels of inward investment from these sources and identify gaps.		
	Place and Client Services / Travel Plan	Promote a greater emphasis on travel planning incorporating opportunities for working differently minimising travel to and from work.	01/06/2020	Ongoing
	Place and Client Services / Amphora Housing and Trading	Explore opportunities to access Modern Methods of Construction (MMC) funding to unlock sites, including housing sites and CAHL opportunities by 2021. Ongoing with Amphora Housing.	01/05/2020	Ongoing
	Place and Client Services / local business networks	Develop new models of deliveries made to consumers' homes using e-cargo bikes and other electric vehicles.  E-cargo bikes bid successful and bikes will be delivered and distributed to relevant partners between July and September. 6 pool bikes will be available for short term loans. Full project launch September/October. Implement opportunities to embed use of e-cargo bikes to replace alternative trips as much as possible. CBC and partners to deliver and promote on this through the Transport & Sustainability team	01/05/2020	Ongoing
<b>Promote and enhance an adaptable and innovative economy to work differently post Covid-19 and encourage digital investment (see also above re development of working 'hubs' to improve footfall)</b>	Place and Client Services / Amphora Trading	Extend the Local Full Fibre Network (LFFN) Gigabit Broadband network from the town centre, out to the Northern Gateway and east of Colchester, as well as other urban areas.  High Street works completed July 2020 Town centre works to be completed by January 2021 Metronet completed by May 2021 Overall works June 2021	01/06/2020	30/04/2024

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		£3.3m DCMS investment plus combined £500k budget for CCTV-related elements of the infrastructure build.		
	Place and Client Services / Amphora Trading	Secure inward investment and use the Council's housing assets to extend the Gigabit Broadband network across the wider urban areas, including some of our least affluent wards.  Suburban Connection Nodes June 2020. Other works from August 2020, in up to 5 phases at 6-9 months each.  £10m external investor (VX Fiber Ltd) funding for the build of the local distribution networks.  Completion by April 2024.	01/06/2020	01/04/2024
<b>Ensure inward investment in the local economy. Work underway to show strategic aims of all funders so that we are ready to attract investment and bid for funds.</b>	Place and Client Services / all other partners listed	Integrate and align Recovery Plan with Town Deal, North Essex Economic Strategy, Local Industrial Strategy, Colchester Economic Growth Strategy Refresh, University strategy, Colchester/Tendring GC, HIF funding (etc.).  See below: Town Deal Programme re-started for submission October 2020.	01/06/2020	30/09/2020
	Place and Client Services	Find (through programmes such as GRANTfinder) opportunities for funding to either develop into bids or signpost to partners and businesses.	01/06/2020	Ongoing
		SELEP (South East area Local Enterprise Partnership) loan funding opportunities - explore quick spend projects. This may include Sector Support Fund (SSF), GPF, LGF.	01/06/2020	Ongoing
<b>Re-start the Town Deal process and align with Recovery Plan.</b>	Place and Client Services / Town Deal partnership	'We are Colchester' Town Deal Programme re-started for submission of the Town Investment Plan end of October 2020, followed by implementation planning if successful.	01/06/2020	01/03/2021
	Place and Client Services / Town Deal partnerships	Plan for extensive engagement with stakeholders and communities to form our Town Investment Plan, including continued engagement with the 'We Are Colchester' Advisory Group and Town Assembly to enable input to	01/05/2020	31/10/2020

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		<p>develop the Recovery Plan and inform the Town Investment Plan (TIP).</p> <p>Scope of the intelligence we need to inform work of Town Deal is underway – using data from business intelligence workstream and insight from partnerships such as the BID's Town Centre Taskforce, the re-opening High Streets programme and other informal networks.</p>		
	Place and Client Services / Town Deal partnership es / Town Deal partnership	Adapt existing Town Deal/TIP aims and project ideas to reflect the Coronavirus crisis.	01/05/2020	01/03/2021
<b>Objective Three: The programme stimulates the local economy and markets</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
<b>Help stimulate the economy through construction and housing developments.</b>	Place and Client Services / Colchester Borough Homes / Amphora Trading	<p>Mercury Theatre – complete construction and occupy / re-open building.</p> <p>Look to attract funding for £350k complementary Public Realm works at this site.</p>	Started	31/12/2020
	Place and Client Services / Amphora Trading	Continue to deliver the Colchester Northern Gateway Sports Park, and associated infrastructure improvements, in order to open this regionally-significant sports and leisure facility in January 2021, promoting healthy lifestyles and cycling.	Started	31/01/2020
	Place and Client Services / Amphora Energy	<p>Continue to deliver the Colchester Northern Gateway District Heat Network to create an innovative renewable ground source energy supply to the wider CNG South sites that contain a mixture of residential, commercial, health and leisure uses.</p> <p>Infrastructure to be commenced August 2020.</p> <p>The Energy Centre contract to be procured October 2020.</p>	01/08/2020	01/01/2024

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		Construction in Q2 2021 Energy Centre by March 2022 Connections up until 2024		
	Place and Client Services / Amphora Trading	Construct "The Walk" at the Colchester Northern Gateway to supply the key pedestrian and cycle route through the south sites, in advance of the 350 homes to be delivered by Colchester Amphora Homes Ltd. including 30% affordable housing.  Construction of "The Walk" at Northern Gateway - started June 2020. To be completed by March 2021.	01/07/2021	01/03/2022
<b>Continue the deliver the original 350 new affordable homes agreed in the HRA's New Council Housebuilding Programme in 2019, as well as the expanded Programme agreed by Cabinet in July 2020.</b>	Place & Client Services, Amphora Homes, CBH	Continue with an increased acquisitions programme annually, building on the 35 additional affordable homes secured in 2019/20. Procure contractors for 3 garage sites in July/August 2020 and commence construction in October 2020. Procure a contractor for Military Road in September 2020 and commence construction in November 2020. Obtain planning permission for the redevelopment of Elfreda House in Autumn 2020, procure a contractor and commence redevelopment in March 2021. Explore the opportunities for additional housing, including further garage sites (Phase 3) and a continued longer-term Sheltered Housing Programme.	1/4/2020	31/3/2024
<b>Promote use of local suppliers and campaigns (Shop local) and other means.</b>	Place and Client Services / BID	Support the BID and local traders to encourage people to shop and buy locally.  Procurement social value may include 'local' criteria where appropriate.	Ongoing	31/12/2020
		Apply for funding to deliver a bespoke marketing and communications campaign to support the Colchester market. This will include developing trader communications as well as promoting the benefits of the market to an	Started	31/10/2020

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		external audience. This is to be commissioned by an officer we are also hoping to secure through the funding.  Develop a bid for funding for 5 new 'Council' gazebos for the market to be provided as new start-ups for traders to use until they purchase their own.		
<b>Stimulate local markets (through for instance reviewing procurement practices).</b>	Place and Client Services	Develop training workshop/webinars (for internal services and external contractors).	01/06/2020	30/09/2020
	Place and Client Services	Review website.	Started	30/09/2020
<b>Develop a programme of sector specific support.</b>	Place and Client Services	Sectors worst affected but with good recovery potential: identified. Programme to assist and 'bring back' the sector devised including business support offer commissioned to and provided by Colbea.  Renew the SLA between CBC and Colbea, maintain focus on sector recovery in Creative Colchester Board, BID & Task Force work ongoing to support and revive the Retail, Tourism Leisure and Hospitality Sectors with focus on Town Centre.	Started	31/03/2021
	Place and Client Services / Amphora Trading	Develop a business case for funding of new business centre allowing digital and creative businesses to expand: 'Queen St Grow on' facility. This will be built on the site of the former bus garage in Queen Street. Feasibility work including archaeology and other site surveys underway.  Finalise business case, prepare October cabinet report, prepare governance & funding agreements. SE LEP accountability board 20th November 2020.	Started	01/07/2022
<b>Objective Four: Town Centre becomes a more vibrant, resilient, and adaptable place for people to visit</b>				
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<b>Increase footfall in the Town Centre and improve public confidence.</b>	Place and Client Services / BID	Plan for possibility of empty buildings and develop innovative use for future spaces which enable social distancing, including attractive and novel 'meanwhile' uses which can be applied at scale.  See also 'digital hubs' development in objective 1 and LFFN Gigabit extension in objective 2.	01/06/2020	1/11/2020
<b>Develop active &amp; sustainable transport; promote walking and cycling to and in the Town Centre.</b>	Place and Client Services / BID / ECC (Essex County Council)	Work with ECC to establish and develop 'Safer Green Healthier' transport initiative. First phase to enable social distancing adaptations were made 15-06-20. ECC is now planning phase 2 adaptations. Sustainable Travel team have sent a bid to ECC for further Department for Transport (DfT) monies to implement key cycling infrastructure.	Started	Ongoing
	Place and Client Services / BID	Introduce secure Town-Centre cycle parking facilities deploying former retail unit(s).  Trial to then become permanent subject to viability. Early work done - included in latest funding bid to ECC for DfT monies.	01/06/2020	Ongoing
<b>Improve the public realm in the Town Centre.</b>	Place and Client Services / Colchester Borough Homes / Amphora Trading / ECC	Improve/repair pavements. (50% CBC Funded High Street works).	01/07/2020	30/11/2020
	Place and Client Services / Amphora Trading / BID	Inclusion of public realm schemes could be a major part of the Town Investment Plan (subject to approval). Development of projects for £1m 'accelerated Town Deal' bid to be submitted August could include public realm schemes.	Started	Ongoing
	Place and Client Services / Amphora Trading / Amphora Housing	Commence feasibility work to identify potential development sites in the town centre for mixed-use redevelopment (including housing).  Investment propositions to be developed and tested throughout August 2020.	01/06/2020	31/03/2021



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	Place and Client Services / We Are Colchester	<p>Identify opportunities to promote areas within the town centre where the natural environment is made more prominent within the urban streetscape, potentially linked to longer term measures to manage a safer pedestrian friendly public realm.</p> <p>Potentially permanent to reflect Town deal long term investment plan opportunities.</p> <p>This is happening via active engagement between CBC Sustainable Travel team, ECC localities team and others. Links to Town Deal Investment Propositions. Ongoing.</p>	01/06/2020	Ongoing
<b>Support independent, hospitality and retail sector through a range of measures, including encouraging an outdoor 'cafe culture' to enable safe social distancing.</b>	Place and Client Services / Communities / BID / ECC / Town Centre businesses	<p>Covered in several existing actions listed above.</p> <p>Implement new planning and licensing regulations that allow for relaxation of current rules to enable outdoor spaces to be used by businesses. Ensure processes for applications are joined up between the Council and ECC.</p>	01/06/2020	Ongoing
	Place / Client Services / Colchester Borough Homes / Amphora	<p>Convert suitable empty units or sites outside of core retail and leisure areas for housing.</p> <p>Investment propositions to be developed and tested throughout August 2020. Will include this and similar.</p>	01/08/2020	Ongoing
<b>Work with partners to promote the Town Centre to visitors through a tourism and visitor campaign and other events.</b>	Place / Client Services / Amphora Trading / BID / Colchester Events Company	<p>Launch a significant promotions and events programme. Hold 'safe' events in the town centre that boost the economy through secondary spend during 2021 including the return of the large Castle Park concerts programme and the addition of a national-scale event in both 2021 and 2022.</p> <p>Hold 'national' event and Castle Park concerts in Summer 2021.</p>	Started	01/08/2022

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		<p>Hold 'national' event and Castle Park concerts in Summer 2022. Progress - discussed at regular task force meetings.</p> <p>Work with BID to deliver Christmas 2020 and Spring 2021 events to encourage safe footfall.</p>		
<b>Council Cell</b>				
<b>Objective One: Restart Council decision making and public participation in a digital environment</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
At least one practice meeting of each panel/committee prior to the first public virtual meeting.	Corporate and Improvement	<ul style="list-style-type: none"> <li>• Completion of first cycle of remote public meetings</li> <li>• Public able to contribute virtually to all remote meetings</li> <li>• Review remote meetings and report to Governance and Audit Committee in September on future meeting arrangements</li> </ul>	01/05/2020	31/12/2021
Review Governance arrangements when Legislative timescales for virtual meetings ends.	Corporate and Improvement	<ul style="list-style-type: none"> <li>• Ensure sufficient support including appropriate ICT (Information and Communication Technology) equipment is available to continue remote meetings</li> <li>• Governance and Audit Committee to make recommendations to Cabinet on future arrangements for meetings</li> <li>• Following consideration by Cabinet, implement resolutions on future meeting arrangements</li> <li>• Ensure members continue to have confidence in meeting arrangements and appropriate governance is in place</li> </ul>	06/05/2020	06/05/2021
<b>Objective Two: Restore and adapt Council services harnessing the positive changes made review</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>

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Group Managers to identify plans for restoring, adapting and continuing services including capturing positive changes made.	Cross Services	Group Managers monitor the positive changes made in the way we deliver/support services. Prepare mitigation of a potential second spike of Covid-19.	01/04/2020	31/03/2021
Review Business Continuity Plans.	Cross Services	All services to review their individual Business Contingency Plans to take account of the risk/impacts of a second wave of Covid-19.	01/07/2020	31/03/2021
Consideration of a revised medium-term operating model involving the continuation of significant levels of home working.	Cross Services	Individual proposals for front line services that cannot be delivered through home working developed and considered on a case by case basis.	07/05/2020	31/03/2021
Safe return to Rowan House with revised operating model involving greater levels of homeworking.	Cross Services	Health and Safety implications for a safe return to Rowan House have been considered and Coronavirus risk assessments for all services/buildings have been conducted.	11/05/2020	31/03/2021
Review long term office accommodation requirements.	Cross Services	Greater levels of homeworking in the long term necessitates a review of office accommodation including other options to generate revenue from office space which is vacated across our buildings.	01/07/2020	31/03/2021
Restore Corporate KPIs performance to agreed targets set for 2020-2021.	Cross Services	Monitored monthly by SMT (Senior Management Team). Corporate KPIs will be reported by actual monthly performance rather than cumulative or average performance. April 2020 report can be found here. Performance targets will be reviewed at the half year point in October 2020.	01/04/2020	31/03/2021
<b>Objective Three: Revise our finances to deliver a balanced budget and sustainable MTFF (Medium Term Financial Forecast)</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
Consideration and development of revised priorities and a strategy to respond to the budget gap in the MTFF.	Cross Services	Further activity ongoing to mitigate the budget gap in the MTFF.	03/06/2020	31/03/2021
Development of revised Strategic Priorities/Strategic Plan.	Cross Services	Once revised priorities agreed including recovery priorities a revised strategic plan will be developed for consideration by Cabinet in September 2020.	11/05/2020	30/09/2021
Development of a strategy to address the financial challenges we face due to the	Cross Services	Ensure a balanced budget, this strategy will need to review all areas of the council undertakes to ensure we can	11/05/2020	31/03/2021

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Coronavirus pandemic and close the £3.5 million gap in our budget for 2021/2022.		maintain and continue delivering the key services for the people of Colchester. Assistant Directors will also review areas to identify any in-year changes required, given the impacts on our service requirements and demand due to Covid-19.		
Agree principles to underpin the emerging Budget Strategy.	Cross Services	Ensuring the following principles are adhered to and monitored at Budget Group: 1. We will ensure community self-sufficiency, collaboration across the system and will value/trust our staff. 2. We will be digital by default and reduce duplication. 3. We will reduce hierarchies and continually learn and develop. 4. We will be environmentally and financially sustainable. 5. We will focus on achieving our key purpose and priorities. 6. We will use the best evidence available whilst recognising we are in unprecedented times.	11/05/2020	31/03/2021
Agree a cross-cutting, thematic approach to the 2021/22 budget process, with each of the Assistant Directors leading a theme, sponsored by the respective EMT member. This means the ADs will work across the organisation and partners to develop options within each theme that could contribute to meeting the budget gap for next year. They will each identify people they need to work with on this.	Cross Services	The themes being delivered by theme leads are as follows: PRIORITIES (Rory Doyle) – clarifying our purpose, what's important or less important in the 'next normal', implications for the strategic plan and the outcomes we're seeking to achieve. COMMERCIAL (Mandy Jones) – understanding and maximising income, optimising fees and charges, finding and predicting new income opportunities, asset review and working with the Council's Amphora trading companies. EFFICIENCY (Leonie Rathbone) - getting our own house in order, digital by default, reduced duplication in service delivery or processes, innovation, service redesign. SERVICE PROVISION (Richard Block) – finding the optimum operating model for Council services, understanding requirements, delivery models, specifications, shared service opportunities, procurement, and partnerships. COMMUNITY (Lucie Breadman) – allowing others to lead, letting go, reducing demand and managing expectations, devolution.	01/06/2020	31/03/2021

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Objective Four: Reset the Council's strategic priorities				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Phased approach to resetting priorities.	Cross Services	Prioritise projects, identify and overcome obstacles to progress, agree or secure finance where not yet in place. Internal resource only.	01/06/2020	31/03/2021
Development of revised Strategic Priorities/Strategic Plan.	Cross Services	An updated Strategic Plan and action plan will be prepared for consideration by Cabinet in September.	11/05/2020	31/03/2021
Review existing projects.	Cross Services	Review the Project Prioritisation Tool and prioritise all projects to identify savings, generate savings, support Environment and Sustainability.	01/06/2020	31/03/2021
Review NSP Projects.	Cross Services	Decisions required continue or stop current list of NSP Projects.	11/05/2020	31/03/2021
Objective Five: Reimagine and reinvent our services to meet our priorities and budget				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Complete reimagination of the services we deliver and how we deliver them.	Cross Services	The potential level of budget gap will require significant changes to the services we deliver and how we deliver them and SMT have started to consider this.	11/05/2020	31/03/2021
Identify longer term transformation.	Cross Services	As the Budget Strategy Themes are developed it is likely that a broader long-term transformation of services will be necessary for a post Covid-19 world.	11/05/2020	31/03/2021
Review key organisational strategies.	Cross Services	A review of key organisational strategies to align to a post Covid-19 world and new operating models.	11/05/2020	31/03/2021
Community Cell				
Objective One: Levels of inter-organisational collaboration and new working practices brought about by C-19 crisis are sustained				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Partners to consider flexible working within their organisations going forward	Alliance	Project underway. Many changes already in place that will continued in the future e.g. use of Teams meetings, saving travel & costs. Alliance are working with Integrated care	Started	31/03/2021

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and keep or build upon Covid19 experiences.		systems (ICS) for recruitment, looking at skills available rather than just what they need now. Looking to train and grow their own. This is linked to the work being carried out by Colchester Institute. New ways of working allow appointments to work from anywhere, so location is not a barrier.		
Collaboration opportunities including joint recruitment of resources between organisations and sharing data and insight to enable working on actions and initiatives across the system and allocation of funding (to avoid duplication).	Alliance	Project underway. Alliance piloting in Colchester a virtual Careers Academy for 16-18 age group that replaces the old-style face to face. Next to be rolled out to Tendring District Council for all ages. Another initiative is an online health & wellbeing support & training offer, linked to Mind. Training could be rolled out to all System partners.	Started	31/03/2021
Make use of digital technology across the system to enhance delivery options and supply efficiencies.	One Colchester Delivery Group	Working Group formed following One Colchester Delivery Board meeting in July (includes Digital Access Team, Colchester Foodbank, Essex Integration, the Council and Citizens Alliance); First meeting took place and outline priorities found – feedback sought, and presentation given to wider Board.	Started	31/03/2021
Build upon and embedded where service enhanced or more streamline, customer centric delivery achievable.	One Colchester Delivery Group	Many changes already in place that need to be continued in the future. Further work on collaboration opportunities to take place. e.g. GP (General Practitioner) appts online/phone. Inspections done via photos rather than visits.	Started	31/03/2021
Housing Solutions including Rough Sleeping	Colchester Borough Homes	Colchester Borough Homes has aligned its recovery plan to meet the objectives of the Councils Housing strategy: <ul style="list-style-type: none"> <li>• Providing advice and support to Landlords and tenants to prevent homelessness</li> <li>• Identifying accommodation and support for those who are rough sleeping</li> <li>• Working with local charities and voluntary organisations to target support for those who are homeless</li> </ul> This meets the objectives within the Housing strategy and we will be able to provide updates as required	Started	31/03/2021
<b>Objective Two: Communities are strengthened to mitigate economic disruption, reduce isolation, and improve Health and Well Being</b>				

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A project to support the process of grieving and remembrance at community level involving the arts community as well as religious leaders and non-religious community leaders.	St Helena	Work to strengthen and embed the project into support programmes to continue (One Colchester and our Cultural Partners.	Started	31/03/2021
End of life Hub.	St Helena	St Helena continue to deliver their amended model in response to the Covid-19 pandemic, this includes, but is not limited to, coordinating all End of Life care in the community across North East Essex, working alongside the Primary Care Networks.	Started	31/03/2021
Continued shielding / support of most vulnerable.	One Colchester Delivery Board	Important Shielding efforts from the voluntary sector and Council continue. While the guidance has changed the desire and importance of ensuring some of the most clinically vulnerable individuals across Colchester are kept safe, have access to food, medicines and are not left socially isolated still is a key priority. Ensuring that the Hub provision is still available for a potential second wave in the Winter – Community 360. Resilience (Winter) steering group forming and meeting in July. The Council & One Colchester are part of the wider shielded and vulnerable taskforce.	Started	Ongoing
Community-led events / celebration of activities and community heroes.	Communities & Cultural partners	Will also look at long-term permanent memorial. Project/events team to be formed to consider options, link with key contacts, source funding and plan events (links to Economy Cell through Town Centre Task Force). Could include Amphora.	TBC	TBC
Use of volunteer networks to identify socially isolated individuals and signpost to existing community assets.	Community 360	Links to social prescribing. One Colchester, Community 360, Parish Councils, Cultural Partners, Council Leadership team.	Started	31/03/2021
Projects to support people “getting back on track” with positive physical and mental health and harness the daily exercise that has built up during the crisis.	Alliance	These are part of the Be Well Domain developed with the Local Development Partnership and the North Essex Health and Well Being Alliance. Build on Active Essex relationship and Local Delivery Pilot work. Evidence gathering has begun to show trends, risk areas and intelligence to shape	Started	31/03/2021

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		support & work required. We need to link to Indices of Multiple Deprivation (IMD) data.		
Community Spirit built during the crisis and volunteers to help ensure elderly and vulnerable have access to continued befriending schemes.	Community 360	Links to social prescribing. Partnership working to continue with organisations enabling the community to support each other and developing a retention scheme for volunteers. Building on community schemes and activities. (One Colchester & Community 360). Community 360 held Befriending Network meeting in June.	Started	31/03/2021
Better awareness of schemes and activities for those who need help.	Community 360	Links to social prescribing. Communications support required. Asset mapping review to be held.	Started	31/03/2021
Use of data and insight gained through the crisis to support those with highest health vulnerabilities going forward.	One Colchester Delivery Board	An evidence base to understand and inform decision making is key and new qualitative research commissioned by the Council and Health Alliance from Anglian Ruskin University has supplied insight into the importance of community assets and impact of the pandemic.	Started	Ongoing
<b>Objective Three: Pre-existing inequalities within and between communities are reduced</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
Using existing established groups and their networks to help inform and shape future workstreams to reduce inequalities.	One Colchester Delivery Board	Communities forum / faith groups / minority work to be led by One Colchester / Alliance / the Council. Should link to climate emergency project at the Council.	TBC	TBC
Support work of faith groups and leaders of ethnic minority communities disproportionately affected by Covid-19.	Communities	Faith Groups are working hard to support both their own and wider communities as well as re-opening for worship, looking creatively at options and collaborating with each other and the Council.	Started	Ongoing
Project to look at Alliance and One Colchester apprenticeships and intern opportunities. To include community Initiatives and activities / funding to support Youth Employment / skills.	Colchester Institute	Current Colchester Institute Projects cover these requirements, Tracey will be working with Vicky at the Alliance on furthering this.	Started	31/03/2021
<b>Objective Four: Increase in volunteering, civic engagement and building on the strengths within Communities</b>				



## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Work with C360 to enhance current volunteering strategy for Borough.	Community 360	Information gathered through Community 360 Volunteer Service Survey.	Started	TBC
Work with Community Leaders and Ward Cllrs to capture and help enable continued volunteering efforts in local communities.	Community 360	Initial meetings held with local area groups and community centres.	Started	TBC
Review Community Enabling Strategy and repurpose into ABCD.	Communities	The Community Enabling Strategy is currently being reviewed & updated. This work will continue and will be shaped by the current situation. A small working group has started to review the strategy and pull together a new draft.	Started	31/12/2020
Member and officer awareness of Asset Based Community Development (ABCD)	Communities, Community 360 and One Colchester Partners	Further training is being planned for Asset Based Community Development and work will need to be undertaken to embed in organisational ways of working. Nurture Development will roll-out online training for the Council, Community 360, One Colchester and Alliance – both introduction training and training for leadership. An Organisational Approach and System Leadership approach necessary.	Started	31/12/2020
Asset-mapping to be updated.	Community 360	Review and update of existing asset-mapping may include further organisations as part of wider definition of assets. To be informed by Anglia Ruskin University (ARU) assets report.	TBC	TBC

### Customer Cell

#### Objective One: Undertake a review of all customer access channels considering C-19

Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Review our in-person services: <ul style="list-style-type: none"> <li>Library &amp; Community Hub</li> <li>Greenstead Local Housing Office</li> <li>Appointments</li> </ul>	Cross Services	<ul style="list-style-type: none"> <li>The library has reopened but the Community Hub still is closed. Essex County Council have verbally indicated lease agreement with Colchester Borough Council will end December 2020 - we await formal confirmation</li> </ul>	01/04/2020	31/12/2020

## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

		<ul style="list-style-type: none"> <li>Staff are working from home, supplying the same services and support via web and phone</li> <li>Library staff will signpost any customers to our telephony and online channels</li> <li>Greenstead Local Housing Office is now open although demand is low as residents are preferring telephone appointments</li> <li>We continue to supply telephone and web services without face to face meetings</li> <li>We are working with ICT looking at MS Bookings for virtual face to face appointments</li> <li>We are liaising with DWP (Department for Work and Pensions) regarding their resumption of services at JCP</li> <li>Our Benefit specialists are accessing Tribunals via Teams</li> </ul>		
Further develop our telephony service to supply automated and accessible services 24/7.	Customer	<ul style="list-style-type: none"> <li>New seconded Contact &amp; Support Manager is taking on the development of a new automated service and working with ICT to optimize MITEL further for work from home / customer experience</li> <li>Current provision is working well and all customers who need support are still able to access services</li> </ul>	01/04/2020	31/12/2020
<b>Objective Two: Keep customers updated with the resumption of council services</b>				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
To develop a recovery section of the coronavirus website area.	Customer	<ul style="list-style-type: none"> <li>The coronavirus website is continuing to be reviewed and updated where appropriate</li> <li>This action is now built into the way we work</li> </ul>	01/04/2020	01/07/2020
Proactively contact residents via email, text, social media and phone calls.	Customer	<ul style="list-style-type: none"> <li>Comms are continuing to work with services and communicate how services are running (normal, disrupted or closed) via weekly social media updates, which signposts to the website</li> <li>We are using what we have learned to reform the annual election canvass process using data matching,</li> </ul>	01/04/2020	01/07/2020

## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

		<p>more efficient ways of contacting customers and ending the need to visit people's homes in person</p> <ul style="list-style-type: none"> <li>• This action is now built into the way we work</li> </ul>		
<b>Objective Three: Support customers to ease financial pressures caused by C-19</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
Adapt our services to meet the needs of residents and businesses who are struggling to pay their Council Tax and Business Rates (BR).	Customer	<ul style="list-style-type: none"> <li>• Having initially suspended recovery, normal recovery process has now resumed for Council Tax (excluding Court where we're waiting for news on when the courts will open up for C-Tax and Corporate Debt Recovery)</li> <li>• We are not yet recovering for those on Local Council Tax Support or Business Rates</li> <li>• Enforcement agents have C-19 appropriate processes with more resources around welfare</li> </ul>	01/04/2020	31/12/2020
Ensure we can process new claims for Local Council Tax Support (LCTS) quickly and accurately.	Customer	<ul style="list-style-type: none"> <li>• Local Council Tax Support case load expected to increase by 12.5%</li> <li>• Assessment is still prompt</li> <li>• Working age Local Council Tax Support claimants to receive up to £150 added discount - to be applied w/c 28.07.20</li> </ul>	01/04/2020	31/12/2020
Develop, implement and process the new discretionary business grant policy as per guidelines.	Customer	<ul style="list-style-type: none"> <li>• Business Rates team continue to distribute Discretionary Grants which was extended with relaxed eligibility criteria</li> <li>• Total paid year to date (@ 20/07/20) £33.14 M of which £1.671M distributed through the Discretionary Grant Scheme</li> </ul>	01/04/2020	31/12/2020
Work with DWP and other key partners to help residents when claiming UC, other welfare benefits and seeking back to work/training opportunities.	Customer	<ul style="list-style-type: none"> <li>• Service has evolved rapidly and is embracing new technology to remove the need for face to face meetings</li> <li>• This is driving efficiency and helping to meet increase in demand</li> <li>• We're promoting Welfare Benefits throughout the council and further through our partners</li> </ul>	01/04/2020	31/12/2020

## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

		<ul style="list-style-type: none"> <li>Welfare Benefits Team currently meeting increased demand and offering valuable support to vulnerable residents</li> </ul>		
<b>Objective Four: Adopt new ways of working with customers</b>				
<b>Activity</b>	<b>Service Area / Partnership</b>	<b>Medium Term Development (1 August 2020 – 31 March 2021)</b>	<b>From</b>	<b>To</b>
To work with services with an aim to continue to process work in a digital way.	Cross Services	<ul style="list-style-type: none"> <li>Website redesign well underway making information more accessible</li> <li>We are working closely with Communities for Taxi Licensing applications to resume without reliance on face to face interaction</li> </ul>	01/04/2020	31/12/2020
To overcome barriers which could result in going back to paper-based processes.	Cross Services	<ul style="list-style-type: none"> <li>We are working closely with services and negotiating around new ways of working</li> <li>We are considering how we sustain our working practices going forward and how we deal with this in transformation</li> <li>A review of local land charges marketing is taking place to make the service more commercial</li> <li>Revised Annual Canvass process has embraced data matching to reduce paper and cost and to remove need for personal contact - Comms have created artwork to drive traffic to the website</li> <li>The Contact Centre has been highly successful running from homes - performance has been excellent and we will encourage working from home going forward with digital processes to support this</li> <li>We have proactively worked with customers to reduce payments by cheque</li> </ul>	01/04/2020	31/12/2020
To prioritise digital development which results in customers being able to apply, pay and book online	Customer	<ul style="list-style-type: none"> <li>Several new digital processes are now live (Land Charges, Fishing Permits, Pest Control, Recycling Containers) and we will continue to progress with improved online services as part of business as usual</li> <li>Northgate going live August for Environmental Protection</li> </ul>	01/04/2020	31/12/2020

## Medium Term Activity – Appendix A Council Recovery Plan (Covid-19)

Objective Five: Real time customer data				
Activity	Service Area / Partnership	Medium Term Development (1 August 2020 – 31 March 2021)	From	To
Track key customer data on a weekly basis to help forecast costs / income during recovery phase. E.g. Council Tax, NNDR, LCTS claims and Land charges.	Customer	<ul style="list-style-type: none"><li>Real-time data suites for Local Council Tax Support, Land Charges, Planning, Building Control &amp; Licensing delivered</li><li>Use of incoming data to track better, to help us forecast and predict budget impact in the short term</li></ul>	01/04/2020	31/12/2020