



Middlesbrough Council COVID-19 Recovery Plan and Terms of Reference [DRAFT]

Creator	Author(s)	Tony Parkinson (Chief Executive), Gemma Cooper (Programme Manager).	
	Approved by	Tony Parkinson	
	Department	Chief Executive	
Date	Created	07 April 2020	
	Submitted	08 April 2020	
	Approved		
	Updating Frequency		
Status	Version: 0.7		
Contributor(s)	Recovery Group membership		
Subject	Middlesbrough Council COVID-19 Recovery Plan		
Coverage	Middlesbrough Council		
Language	English		
Document Control			
Version	Date	Revision History	Reviser
0.1	20200407	First draft	C Jones
0.2	20200408	First revision	G Cooper
0.3	20200415	Group feedback revision	G Cooper
0.4	20200423	Group feedback / structure revision	G Cooper
0.5	20200501	Merger of documents	G Cooper
0.6	20200504	Amends to merged version	G Cooper
0.7	20200506	Advisory group ToR amends	G Cooper
Distribution List			
Version	Date	Name / Service area	Action
0.4	20200423	Recovery Group	Approval/comment
0.6	20200504	Chief Executive	Approval/comment

Contact	gemma_cooper@middlesbrough.gov.uk
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1. General Recovery Information

Introduction

This Plan has been produced and developed by Middlesbrough Council using the guidelines found within the National Recovery Plan Guidance Template.

Disasters and emergencies can strike suddenly anytime, anywhere; they disrupt whole communities and people's lives. They may be caused by failure of essential services or technological failures, the extremes of nature or a terrorist attack. The emergency may occur overseas but impact on our residents or nationals, our ability to deliver services, or the environment of the UK.

It is within this context, that the requirement for physical, psychological and economic restoration recovery is conducted. This can be defined as the process of **rebuilding**, **restoring** and **rehabilitating** communities and business following an emergency or disaster, continuing until the disruption has been rectified, demands on services achieve a 'new normal', and the needs of those affected have been met. (*Emergency Response and Recovery Guidance, HM Government*)

The Covid-19 pandemic has impacted upon every aspect of community life, with a significant impact on the economy. Middlesbrough Council is best placed to lead and co-ordinate the recovery phase through the Recovery Group and is responsible for ensuring that communities and businesses are progressed to a 'new normality', identifying any opportunities that go beyond 'recovery' to achieve longer-term regeneration and economic development.

The severity of many of the challenges imposed on the recovery process are currently not determined, though it is possible to assess what many of the challenges themselves will be.

It is critically important that all sectors of the community and business are engaged, including the commercial and the voluntary community providers.

The recovery process is expected to last up to three years but will continue until the disruption has been rectified, demands on services achieve a 'new normal', and the needs of those affected have been met.

2. Recovery; Purpose and Principles

Purpose

The purpose of the Recovery Plan is to provide a strategic overarching framework for designated Council staff, partners and agencies where appropriate, tasked with implementing the recovery process within the Recovery Group and sub-groups established.

Where a community experiences a major incident, there is a need to enhance and support the individual, family, community and business structures which have been disrupted and the Recovery Plan will assist this process.

Principles

The following principles have been agreed:

- Recovery will be an enabling and supportive process, which allows individuals, families, communities and business to attain a proper level of functioning;
- Recovery will include the establishment of planning and management arrangements which are accepted and understood by all those involved in the process and which integrate with existing corporate performance, programme and project management and risk management arrangements;
- Recovery will recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of those affected;
- Recovery will include the active participation of those affected and a strong reliance on local capacities and expertise; and
- Recovery will ensure community and business representation to ensure their role in decision-making.

3. Recovery Strategy

The Middlesbrough Council Recovery Group will develop and agree a clear strategy, ensuring the following:

- Maintain and update a Community Impact Assessment, to assess the impact of planned actions.
- Develop an associated recovery action plan.
- Involve Communities and Business and update them on delivery.
- Manage temporary arrangements to allow, as far as practicable, normal life to be maintained.
- Restore all affected areas where possible, to an agreed standard to ensure suitability for defined future purpose(s).

The Recovery action plan will be impact assessed to ensure due regard is given to the Council's duties under the Equality Act 2010 and that its decisions and the way it delivers its services are fair.

Individual interventions delivered within the plan will be individually assessed if they are particularly relevant to equalities.

Targets

As part of the recovery strategy, appropriate milestones, success measures and targets will be established, agreed and governed in line with existing corporate performance management arrangements.

Active consultation with communities and business will inform the establishment of any targets, which will provide a means of measuring progress and success through the recovery process, contributing to the decision making process around scaling / standing down any recovery activities.

4. Recovery Structure

This plan is owned by Middlesbrough and is maintained and updated by the Recovery Group. An initial structure that includes only Middlesbrough Council staff has been agreed as outlined below.

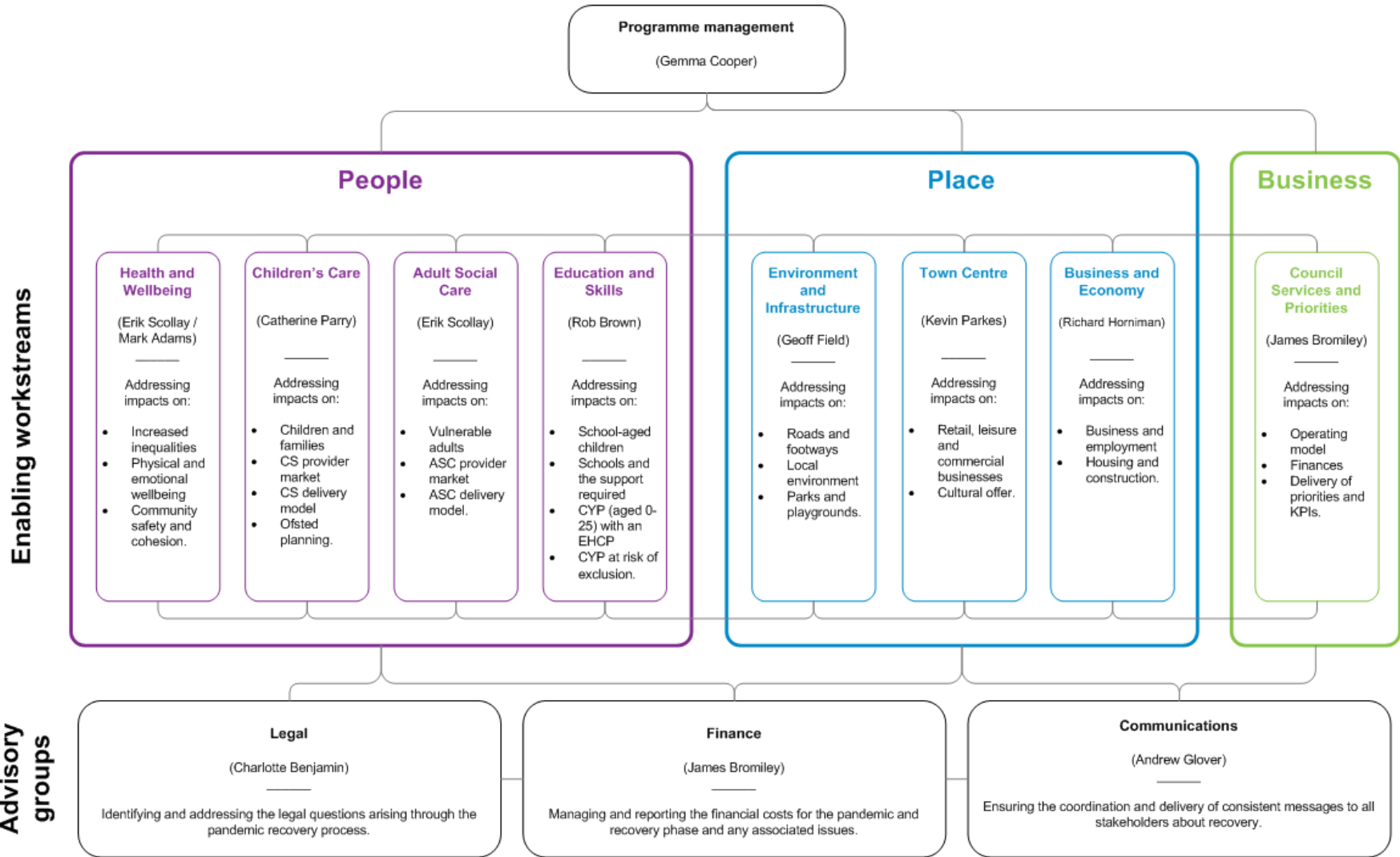
In terms of political engagement, Executive Members / portfolio holders will be invited to actively take part in the Recovery sub-group workstreams.

Formal approval of the wider Recovery Plan (and provision of regular progress updates) will be sought via Executive. Scrutiny involvement will provide a key function, the model for which will be developed in conjunction with the Overview and Scrutiny Board, once meetings have been resumed.

An overarching Recovery Communications Strategy will be developed and maintained, also referencing the approach to political engagement.

CV-19 Recovery Group

(Leads: Andy Preston and Tony Parkinson)



Work streams are either enabling or advisory in their nature.

An early assessment should be made of capacity and resources and mutual aid protocols activated as required.

5. Location and operation of the Recovery Group

During the COVID-19 pandemic, meetings of the Recovery Group will take place remotely utilising WebEx on a weekly basis and will consider causes of issue, the action required, prioritisation and measures of success.

A recorded log of actions discussed and cascaded via the Recovery Group and individual sub-groups will be maintained as follows:

- Workstream / topic issue relates to
- Issue / action / decision
- Action owner
- Timeline for completion with associated priority related-RAG
- Any updates relating to action

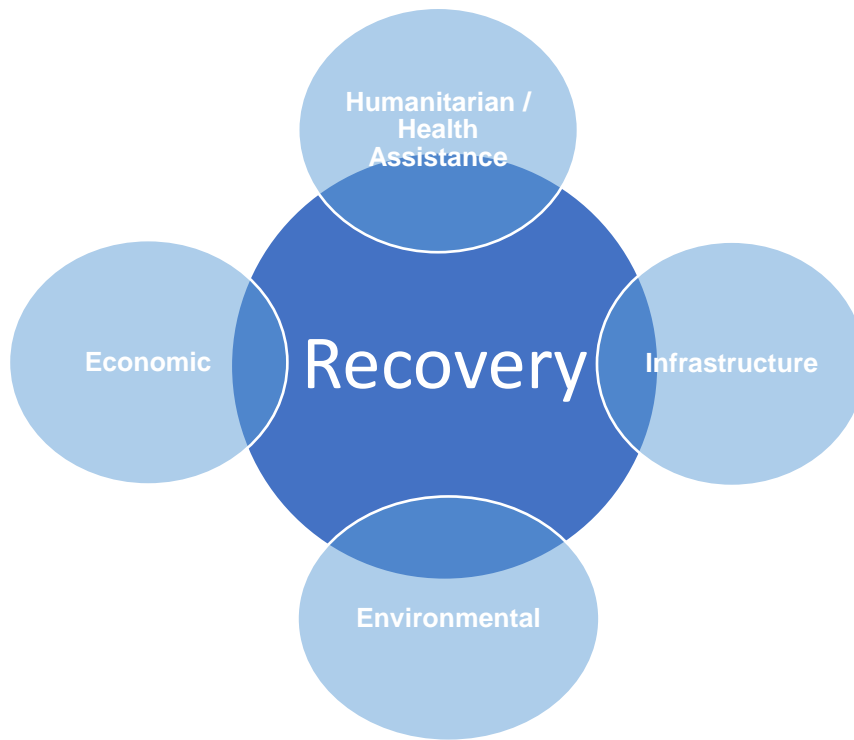
6. Impacts of COVID-19

The impact of COVID-19 will affect the family and friends of fatalities, survivors, response and recovery workers and the wider community. It will also have a very significant impact on the economy and businesses, physical infrastructure, and the environment.

The Middlesbrough Recovery Plan needs to recognise who is affected and how they have been affected.

This will be achieved by an objective and consistent impact assessment process that will be applied by the Recovery Group and each sub-group as outlined below.

Whilst there here are four interlinked categories that need to be considered for COVID recovery, the approach will mirror that of the Council-wide Flu Pandemic plan.



Humanitarian Assistance	Physical impacts (including individuals' health, housing, financial needs)
	Psychological impacts
	Deaths
	Community displacement
Economic	Economic and business recovery
Infrastructure	Disruption to daily life
	Disruption to utilities / essential services
	Damage to residential properties and security of empty buildings
Environmental	Pollution and decontamination
	Clean up and waste disposal
	Natural resources and habitats

It is vital that following the impact assessment process, which will be repeated numerous times, any resulting actions are accurately captured and progress monitored.

7. Stand down of the Recovery Group

The recovery process is anticipated to last for up to 3 years, therefore the Recovery Group will continue to meet for as long as is necessary, standing down only once it is understood that there is no longer the need for regular multi-agency coordination and the remaining issues can be dealt with by individual agencies as a part of their normal day to day business. It may be possible for some of the sub-groups to close prior to the main Recovery Group standing down.

Appendix A

Middlesbrough Council COVID-19 Recovery Group: Terms of Reference

Purpose

- To provide strong strategic leadership and direction for all aspects of the recovery effort.
- To provide the broad overview of COVID-19 impacts and engage other stakeholders as appropriate in resolving these.
- To co-ordinate guidance and advice for each work stream and determine strategy, priorities and implementation of that strategy.
- To ensure the co-ordination and delivery of consistent messages to the public and media.
- To determine an exit strategy and practical timescale to hand back for local governance.

Remit

- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery.
- To ensure there is a consistent dialogue with stakeholders and partners and feed in the recovery issues as necessary.
- To set up the appropriate sub-groups, ensuring that all relevant stakeholders are involved as required.
- To produce impact assessments and updates on the incident(s).
- To ensure appropriate funding, procurement processes and other assistance as required are in place to support the restoring, rehabilitation and rebuilding of the community.
- To agree an exit strategy criteria and a realistic timescale.
- To minimise fear and alarm and provide reassurance to communities and businesses.

Chair and Secretariat

The Chief Executive will Chair the Recovery Group, deputised by the Director of Environment and Community Services.

Programme Management including maintenance of records, decisions and actions will be provided by the Change Programme Manager.

Initial Recovery Group membership is as follows:

Name	Role of work stream lead
Tony Parkinson	Chief Executive
Andy Preston	Mayor
Geoff Field	Director of Environment and Community Services
Erik Scollay	Director of Adult Social Care and Health Integration
Kevin Parkes	Executive Director of Growth and Place
Rob Brown	Director of Education, Prevention and Partnerships
Catherine Parry	Director of Children's Care
Mark Adams	Director of Public Health

Richard Horniman	Director of Regeneration
James Bromiley	Director of Finance, Governance and Support
Charlotte Benjamin	Director of Legal and Governance
Andrew Glover	Head of Marketing and Communications
Gemma Cooper	Programme Manager

In terms of political engagement, Executive Members / portfolio holders will be invited to actively take part in the Recovery sub-group workstreams.

An overarching Recovery Communications Strategy will be developed and maintained, referencing the approach to political engagement.

Appendix B

COVID-19 Recovery: Health and Wellbeing Sub-Group Terms of Reference

Purpose

The Health and Wellbeing sub group will oversee the co-production and delivery of a multiagency action plan as part of the recovery effort, with a focus on:

- identifying and addressing inequalities that have arisen or broadened as a result of COVID-19, particularly amongst the vulnerable;
- supporting communities to regain or enhance physical and emotional wellbeing;
- developing our “new normal”, building on our response to COVID-19;
- building community safety and cohesion; and
- assessing the effectiveness of the recovery effort through community wellbeing.

Principles

The Health and Wellbeing Recovery Group will follow these core principles:

- We will work with communities, identifying, building and connecting assets in our communities to build community capacity.
- We will work across agencies, harnessing our collective insight and capabilities to support recovery in Middlesbrough.
- We will make decisions based on our collective understanding of insight, evidence and intelligence.

Remit

The sub-group is not decision-making and shall, as far as possible, work on the basis of consensus to:

- Reflect community and business concerns, feelings and initiatives and bring these to the attention of the Recovery Group.
- Assist in informing the wider community of discussions and progress of the Recovery Group.
- Actively engage the community and local businesses in the recovery process.
- Ensure that Legal and Financial matters are fully considered and agreed prior to implementation on any measures

Chair and Secretariat

The Group will be chaired by the Director of Public Health, with the Vice Chair [*TBC*] deputising where required. The secretariat role will be delivered by Public Health in conjunction with the Recovery Group secretariat.

Membership

Middlesbrough Council	Mark Adams, Director of Public Health Executive Member for ASC and Public Health Executive Member for Culture and Communities Charlotte Nichol / Leanne Littlewood, Head of Culture
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	Marion Walker, Head of Stronger Communities Martin Harvey, Community Infrastructure manager Shadah Khan, Strategic Cohesion and Migration Manager Julie Marsden, Community Support Manager Jonathan Bowden, Advanced Public Health Practitioner and Vulnerable Person lead Lindsay Cook, Health Improvement Manager Catherine Parker, Public Health Consultant Tina Walker, Advanced Public Health Practitioner and Public Mental Health lead Idrees Rashid, BME Coordinator Janine Hartley, North East Migration Partnership Manager TBD, Children's Services Representation
Key partners	NHS Tees Valley Clinical Commissioning Group Middlesbrough Voluntary Development Agency (MVDA) Middlesbrough and Stockton MIND Middleborough Environment City Groundwork BME network IPC (Investing in People and Culture) Tees Valley Muslim Council Middlesbrough Football Club Foundation

Further connections to existing community engagement infrastructure as determined.

Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled on a monthly basis and called where necessary. Meetings will be arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

1. How can we identify and address inequalities that have arisen or broadened as a result of COVID-19, particularly amongst the vulnerable; considering:
 - an asset-based community development approach to empower the least affluent communities;
 - action at community, population, civic and service levels;
 - a reduction in health inequalities in specific communities (for example, mental health and learning difficulties, BME, migrants, looked after children).
2. Explore advice required across sub-groups to ensure inequalities are reduced through joined up efforts across the Recovery works; potentially including the development of Health Impact Assessments.
3. How can we support communities to regain or enhance physical and emotional wellbeing; in particular damage caused by:
 - Mental health and suicide prevention
 - Poverty and financial exclusion
 - Lack of connectivity and social isolation
 - Bereavement (including opportunities for memorial and public remembrance)

- Physical inactivity and weight
 - Addictions
4. Consider what new ways of working we want to amplify to develop our “new normal”:
 - Finding, supporting and connecting the community assets that have flourished during COVID19 lockdown to build community capacity to support wellbeing
 - Building relationships across the VCS to support community priorities
 - Re-establishing (and building anew) access routes to services and support pertinent to health and wellbeing recovery from COVID-19
 - Re-designing health and wellbeing service responses based on our learning from COVID-19
 5. Explore the impact of lockdown and the response to COVID-19 on community safety and develop plans to work with communities to (re)build community safety and cohesion.
 6. Assess the effectiveness of the recovery effort, building learning on community wellbeing through embedded research.

Appendix C

COVID-19 Recovery: Children's Care Sub-Group Terms of Reference

Purpose

The purpose of the group is to ensure that a clear plan is developed, implemented and monitored to ensure that:

- delivery of Children's Services will return to a sustainable 'new normal', in line with the duties outlined in the Children's Act 1989 and Working Together 2018;
- drive and focus on progression of the service Improvement Journey will continue, combining the support and involvement of wider Council services, key statutory partners and stakeholders, the Private, Voluntary and Independent (PVI) sector, utilising and building upon existing governance structures;
- all learning from the COVID-19 response and related challenges will be captured and translated into service improvements, where appropriate;
- partnership working will be embedded and will influence service delivery and improvements going forward;
- demand management and oversight of the service will ensure responsive actions to any potential surges or spikes in demand, as the 'new normal' becomes embedded in the community; and
- any 'hidden demand' accumulated as a result of the COVID-19 lockdown period will be recognised, reported and responded to.

Remit

The group is non-executive and shall, as far as possible, work on the basis of consensus to:

1. Identify and reflect the pressures and challenges faced by the service and its partners moving back into business as usual.
2. Ensure the 'new normal' is statutorily compliant and underpinned by good partnership practices.
3. Assist and inform the wider partnership as we plan and progress through recovery.
4. Actively engage the workforce and partners across the council and externally in the recovery process.
5. Ensure that Human Resources, Legal, Finance and reputational matters are fully considered and agreed prior to implementation, making reference to the advisory group when appropriate.
6. Ensure that there is a Communication Plan in place.

Chair and Secretariat

The Director of Children's Care will chair the group, deputised by Suzy Kitching, Principal Social Worker where required.

The secretariat role will be delivered by the service Business Support Officer, in conjunction with the Recovery Group secretariat and will include maintenance of records, decisions and actions.

Membership

Middlesbrough Council	Executive Member for Children’s Services Catherine Parry, Director of Children’s Care Amanda Richardson, Head of Referral and Assessment Pauline Naraine, Head of Safeguarding and Care Planning Stuart Williams, Head of Looked After Children and Care Leavers Siobhan Davies, Service Manager RAD Unit Suzy Kitching Principle Social Worker Rachel Farnham, Transformation Lead Selinda Chouhan, Head of Strategic Services Kay Dargue, Head of Partnerships Craig Povey, Finance Business Partner Claire Walker, Procurement Manager Trevor Dunn, Head of Access to Education and Alternative Education Colin Holt, Head of Specialist and Lifelong Services TBD, Public Health representative TBD, Legal advisory representation TBD, Comms advisory representation
Key partners	Joint Trade Unions TBD, Education, SMF Chair (Primary/Secondary) Employment TBD, NEET service TBD, Health visitors and 0-19 service, Harrogate Trust Alison Ferguson, Clinical Commissioning Group Clare Abley, Tees, Esk and Wear Valleys NHS Foundation Trust Sarah Stansmore: Safeguarding and Looked After Children Nurse Helen Smithies, Assistant Director of Nursing at the South Tees NHS Trust TBD, Simon Walker Cleveland Police TBD, PVI representative Lesley Spaven MVDA

Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled every week, or called where necessary. Meetings will arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

1. What support and intervention is required in order to return to a sustainable ‘new normal’ in line with the duties outlined in the Children’s Act 1989 and Working Together 2018?
2. What additional support may be required to ensure there is a continuing drive and focus on the service Improvement Journey and plans?
3. How and can we capture all the learning from the experience of responding to the COVID-19 challenges and translate this into service improvements where appropriate?
4. How do we engage with partners internally and externally? How can effective / embedded Partnership working be demonstrated, ensuring influence on service delivery and improvements going forward?

5. Are the systems and processes in place to be able to identify and flexibly respond to potential spikes and surges in demand on the service as the 'new normal' becomes embedded in the community.
6. What support and communications may be required to ensure that wider council services / partners and stakeholders are engaged fully in the delivery of the Improvement Plan?
7. Would we wish service delivery models and partnership working to look different following recovery from COVID-19 and, if so, how?
8. Are the systems and processes in place to be able to identify and flexibly respond to potential spikes and surges in demand on the service as the "new normal" becomes embedded in the community?

Appendix D

COVID-19 Recovery: Adult Social Care Sub-Group Terms of Reference

Purpose

The purpose of the group(s) is to ensure that:

1. The independent social care provider market is supported to return to a sustainable “new normal” in line with the duties outlined in the Care Act 2014.
2. To reflect on the Adult Social Care operating model in light of lessons learned from the COVID-19 response and make service improvements where appropriate.
3. All learning is captured from the experience of responding to the COVID-19 challenges and translated into service improvements where appropriate.

Remit

The group is non-executive and shall, as far as possible, work on the basis of consensus to:

7. Identify and reflect the pressures and challenges faced by independent social care providers, including the employers of ‘personal assistants’ to understand market impact of COVID-19.
8. Assist in informing the wider community of discussions and progress of the Recovery Group.
9. Actively engage independent social care providers in the recovery process.
10. Ensure that Legal and Financial matters are fully considered and agreed prior to implementation on any measures.
11. Ensure that there is a Communication Plan in place.

Chair and Secretariat

The Director of Adult Social Care and Health Integration will chair the group. Deputies will be relevant Heads of Service.

The secretariat role will be delivered by the service Business Support Officer, in conjunction with the Recovery Group secretariat and will include maintenance of records, decisions and actions.

Membership

Middlesbrough Council	Erik Scollay, Director of Adult Social Care and Health Integration Executive Member for Adult Social Care and Public Health Tom Boyd, Head of Prevention Access and Provider Services Colin Holt, Head of Specialist and Lifelong Services Louise Grabham, Head of Strategic Commissioning and Procurement Ruth Musicka, Access Safeguarding Lynn Beevers, Principle Social Worker Suzanne Hodge, Prevention and Support Services Alison Lythgoe, Finance Business Partner TBD, Legal representation
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	Judith Hedgley, Head of Public Protection
Key partners	CCG representation Joint Trade Unions

Deputies are permitted and must be appropriately briefed in advance of the meeting and provide feedback as required, to the substantive attendee following the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled every week, or called where necessary. Meetings will be arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

12. What is the impact of COVID-19 on independent care providers within Middlesbrough?
13. What support and intervention is required in order to fulfill the Local Authority's Care Act duty around the market?
14. Would we wish the market to look different following recovery from COVID-19 and, if so, how?
15. What is the resource requirement to support the market and do we have access to it?
16. How do we engage with providers to achieve the above?
17. Are there gaps in the market that we have identified during the response to COVID-19?
18. What have we learned during our response to COVID-19 that we may wish to implement in future as a core service e.g. the use of volunteers seen through the HelpBoro hub?
19. How do we restore "normal" operational social work procedures having implemented "easements"? What are the priorities, resources required and timescales?
20. Should streamlined services remain streamlined?
21. Where are the risks in the recovery process?
22. What have we learned and how do we maximize benefit from it in recovery?

Appendix E

COVID-19 Recovery: Education and Skills Sub-Group Terms of Reference

Purpose

The purpose of the group is to ensure that a clear plan is developed, implemented and monitored to ensure that:

- The impact of COVID-19 on school aged children is clearly identified and evaluated with support in place to meet the needs of children, young people and their families.
- Schools receive the support they need to resume business as usual as quickly as possible whilst supporting staff, children and families with the impacts of COVID-19.
- The needs of children and young people 0-25 with an Education, Health and Care Plan are met with minimal disruption to the statutory process and sufficient resources are available locally to meet needs.
- Children and young people at risk of exclusion have access to early intervention and the support that they require to remain within mainstream education.
- Training, support and resources are in place to enable Middlesbrough residents to get back into employment as quickly as possible.

Remit

The group is non-executive and shall, as far as possible, work on the basis of consensus to:

- Reflect community, schools and business concerns, feelings and initiatives and bring these to the attention of the Recovery Group.
- Assist in informing the wider community of discussions and progress of the Recovery Group.
- Actively engaging the community, schools and businesses in the recovery process.
- Ensure that Legal and Financial matters are fully considered and agreed prior to implementation on any measures
- Ensure that there is a Communication Plan in place
- Strategically align the work of this sub group with the Business and Economy sub group around employability as well as considering related strategic priorities and Empower aims.

Chair and Secretariat

The Group will be chaired by Rob Brown, Director of Education, Prevention and Partnerships with the Head of Achievement and Inclusion Services deputising where required.

The secretariat role will be delivered by Education, Prevention and Partnerships Business Support in conjunction with the Recovery Group secretariat.

Membership

The Group will comprise:

Middlesbrough Council	Rob Brown, Director of Education, Prevention and Partnerships Executive Member for Education
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	Caroline Cannon, Head of Specialist Educational Needs and Vulnerable Learners Sara Davidson, Head of Achievement and Inclusion Trevor Dunn, Head of Access to Education Claire Kemp, Head of Adult and Community Learning Gail Earl, Head of Prevention Kay Dargue, Head of Partnerships
Key partners	Schools Further Education Higher Education Business (representative from Business Recovery group)

Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled every two weeks, or called where necessary. Meetings will be arranged by the secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

1. What impact has COVID-19 had on school children within Middlesbrough and how do we support children to build resilience and achieve their identified outcomes?
2. What support will schools need to resume 'business as usual' whilst dealing with the impacts of COVID-19?
3. Has the Education Health and Care Plan Process for children and young people 0-25 faced significant delays as a result of COVID19?
4. What is the impact of COVID-19 for children and young people at risk of exclusion and what are the range of resources we require to meet their needs?
5. What provision and support do we need to develop to enable Middlesbrough residents to get back into employment as quickly as possible?

Appendix F

COVID-19 Recovery: Environment and Infrastructure Sub-Group Terms of Reference

Purpose

The purpose of the group(s) is to ensure that:

- the environment of Middlesbrough is returned to, as a minimum, its pre-COVID lockdown condition;
- Environment and Community Service delivery plans and associated environmental projects, envisaged to be progressed prior to COVID outbreak, will be reassessed;
- emerging Environment and Infrastructure strategies and related actions following COVID-19, will feed into business recovery planning; and
- specific Environment and Infrastructure related financial pressures that have developed as a result of COVID-19 will be understood and considered as part of the recovery process.

Remit

There will be three groups formed to produce recovery plans:

- Community Services (including asylum and refugee support)
- Environment Services
- Property and Commercial Services

The groups are non-executive and shall, as far as possible, work on the basis of consensus to:

- reflect community and business concerns, feelings and initiatives and bring these to the attention of the Recovery Group;
- assist in informing the wider community of discussions and progress of the Recovery Group;
- actively engage the community and businesses in the recovery process;
- ensure that Legal and Financial matters are fully considered and agreed prior to implementation on any measures; and
- ensure a Communication Plan is in place.

Chair and Secretariat

The Director of Environment and Community Services will chair both groups, and ensure co-ordination. Deputies will be relevant Heads of Service.

The secretariat role will be delivered by Alexis Saunders, in conjunction with the Recovery Group secretariat and will include maintenance of records, decisions and actions.

Membership

The Community Services Group will comprise:

Middlesbrough Council	Geoff Field, Director of Environment and Community Services
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	<p>Executive Member for Environment and Community Marion Walker, Head of Stronger Communities Janine Hartley, North East Migration Manager Jane Hill, Community Safety Manager Martin Harvey, Community Infrastructure Manager Shahda Khan, Strategic Cohesion and Migration Manager Andrew Mace, Head of Environment Services Rob Brown, Director of Education, Prevention and Partnerships Lisa Weatherhead, Finance Business Partner</p>
Key Partners	<p>TBD, Joint Trade Unions TBD, Cleveland Police TBD, Cleveland Fire Brigade TBD, Thirteen Housing TBD, MVDA</p>

The Environment Group will comprise:

Middlesbrough Council	<p>Geoff Field, Director of Environment and Community Services Executive Member for Environment and Community Andrew Mace, Head of Environment Services Simon Blenkinsop, Senior Area Care Manager Chris Bates / Craig Coverdale, Environment Services Manager Angela Blower, Catering Manager Katie Bargewell, Business Manager Rob Brown, Director of Education, Prevention and Partnerships Lisa Weatherhead, Finance Business Partner</p>
Key partners	<p>TBD, Joint Trade Unions TBD, Thirteen Group TBD, Middleborough Environment City TBD, Suez TBD, Groundworks</p>

The Property and Commercial Services Group will comprise:

Middlesbrough Council	<p>Geoff Field, Director of Environment and Community Services Executive Member for Environment and Community Martin Shepherd, Head of Property and Commercial Services David Jamison, Built Asset Operations Manager Paul Thwaites, Operations Manager Ged Faint, Principal Passenger Transport Officer Ged McGreevy, Building Services Manager Rob Brown, Director of Education, Prevention and Partnerships Lisa Weatherhead, Finance Business Partner</p>
Key partners	<p>TBD, Joint Trade Unions</p>

	TBD, Thirteen Group TBD, Schools
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Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled every week, or called where necessary. Meetings will be arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

Returning Services (Operational):

- Which services have been affected by COVID-19 and should future service delivery differ from pre-COVID delivery?
- What is the resource requirement to bring the service(s) back and is it sufficient / fit for purpose?
- What are the constraints and related risks around returning Environment and Community services?
- How will individual Environment and Community returning services be prioritised?
- How do we need to engage with members of the public and partners in this process?
- Consider the sequence / timeline for the return of services?

Future planning (Strategic):

- Assess any strategic projects, related timescales impacted by COVID-19, along with consideration of associated constraints and risks.
- Has COVID impacted any planned delivery / improvement plans and associated projects, envisaged to be progressed prior to COVID outbreak? If so, what is the new approach?
- Are there any new objectives / ways of working that now need to be introduced / built upon, following enforced COVID-19 response?

Appendix G

COVID-19 Recovery: Town Centre Sub-Group Terms of Reference

Purpose

The purpose of the Town Centre Recovery Plan is to provide a strategic overarching framework for designated Council staff, partners and agencies tasked with implementing the recovery process for the Town Centre (and related activities) within the Middlesbrough Council Recovery Group.

The following principles are proposed:

- recovery will be an enabling and supportive process, which allows business and stakeholders to attain a proper level of functioning;
- recovery will include the establishment of planning and management arrangements which are accepted and understood by all those involved in the process;
- recovery will recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of those affected;
- recovery will include the active participation of those affected and a strong reliance on local capacities and expertise; and,
- recovery will include business and stakeholders in decision-making.

Where a business experiences a major incident, there is a need to enhance and support the individual and business structures which have been disrupted and the Recovery Plan will assist this process. The main aims will be:

- to provide strong strategic leadership and direction for the recovery effort for the wider Middlesbrough Town Centre and Cultural opportunities;
- to provide the broad overview of Covid-19 impacts on the town centre and the Cultural businesses and facilities and engage other stakeholders as appropriate in resolving these;.
- to co-ordinate guidance and advice for each work stream and determine strategy, priorities and implementation of that strategy;
- to ensure the co-ordination and delivery of consistent messages to the public; and,
- to determine an exit strategy and practical timescale to hand back for local governance.

Remit

There will initially be one Town Centre Recovery Group but early consideration will be given whether there needs to be sub-groups focused on specific areas of business / recovery. The geographical definition of Town Centre is its core retail heart, Middlehaven / Boho, Newport / Gresham area, Linthorpe Road and Centre Square.

Specific areas of focus will be:

- retail;
- culture, hospitality, leisure, food and beverage; and
- infrastructure, regeneration schemes, environment and non-Council property.

The group is non-executive and shall, as far as possible, work on the basis of consensus to:

1. consider wider economic issues whilst allowing specific engagement with distinct groups of industry experts;
2. reflect community and business concerns, feelings and initiatives;
3. actively engage the community and businesses in the recovery process and minimise fear and alarm and provide reassurance;
4. ensure that the Town Centre recovery strategy, includes a communications plan, economic and business recovery approach and consideration of customer confidence;
5. establish appropriate sub-groups, ensuring that all relevant stakeholders are involved as required;
6. produce and maintain impact assessments;
7. ensure legal, funding, procurement processes and other assistance as required are in place to support the restoring, rehabilitation and rebuilding of the community;
8. develop an exit strategy criteria and a realistic timescale;.
9. lobby Government and Combined Authority strategic responses to town centre and cultural recovery; and,
10. ensure that skills needs are considered, linking up with the Education and Skills recovery sub-group.

Chair and Secretariat

The Executive Director of Growth and Place will Chair the Town Centre Recovery Group, deputised by the Head of Economic Growth, Sam Gilmore.

The secretariat role will be delivered by Growth and Place Business Support, in conjunction with the Recovery Group secretariat and will include maintenance of records, decisions and actions.

Membership

The group will comprise:

Middlesbrough Council	Kevin Parkes, Executive Director for Growth and Place Executive Member for Regeneration Executive Member for Culture Sam Gilmore, Head of Economic Growth Andy Mace, Head of Environment Services Paul Clarke, Head of Planning Paul Shout, Finance Business Partner Leanne Littlewood, Interim Head of Culture Andrew Glover, Marketing and Comms Manager
Key partners	Rachel Anderson, North East Chamber of Commerce Simon Hanson, Federation of Small Business Darren Vipond, Teesside University Alison Fellows, Tees Valley Combined Authority Paul Wright, New River Retail (Hill Street Centre) Christian Lax, Dundas Shopping Centre Geoff Hogg, Challoner Developments Laura Sillars, MIMA Dominic Lucidi, Digital Middlesbrough Miles Crossley, Thirteen Group

Activities and progress from the Town Centre Recovery sub-group will be reported back to both the Town Centre Partnership and Cultural Partnership to ensure alignment.

Meeting frequency

During the COVID-19 pandemic, meetings of the Town Centre recovery sub-group will take place remotely utilising WebEx on a weekly basis initially.

A recorded log of actions discussed and cascaded via the Recovery Group will be maintained as follows:

- Information received;
- Instructions given from whom;
- Priorities;
- Action taken by whom; and
- The reasons why and when.

Key Lines of Enquiry

The key lines of enquiry will seek to address the following strategic matters:

1. What issues has the pandemic *specifically* caused local businesses / sector?
2. What are going to be the key factors in driving recovery?
3. What are the key risks to recovery?
4. What are the immediate, short and medium term needs of retail businesses?
5. How best to respond to the identified needs?
6. Who is best to respond?
7. What do we need to lobby others to address?
8. How can national schemes be maximized to accelerate recovery?
9. What is the two way relationship between the property market and business recovery?
10. How has the pandemic impacted on the ability to attract investment?
11. What are the impacts on the appearance and amenity of the town centre?

Appendix H

COVID-19 Recovery: Business and Economy Sub-Group Terms of Reference

Purpose

The purpose of the group(s) is to identify and undertake the work required to accelerate the recovery of the Middlesbrough economy, beyond that achievable through nationally driven measures.

Remit

There will be two distinct groups operating under the same arrangements and terms of reference, to enable overall consideration of economic issues and ensure specific engagement with distinct groups of industry experts:

- Business and Employment
- Housing and Construction

The groups are non-executive and shall, as far as possible, work on the basis of consensus to:

- reflect community and business concerns and initiatives, bringing these to the attention of the Recovery Group;
- assist in informing the wider community of discussions and progress of the Recovery Group;
- actively engage the community and businesses in the recovery process;
- ensure that Legal and Financial matters are fully considered and agreed prior to implementation on any measures; and
- ensure that there is a Communication Plan in place.

Chair and Secretariat

The Director of Regeneration will chair both groups, and ensure co-ordination. Deputies will be the Heads of Service for Economy and Growth (Business) and Development (Housing and Construction).

The secretariat role will be delivered by Emma Dorgan, in conjunction with the Recovery Group secretariat and will include maintenance of records, decisions and actions.

Membership

The Business and Employment Group will comprise:

Middlesbrough Council	Richard Horniman, Director of Regeneration Executive Member for Regeneration Sam Gilmore, Head of Economic Growth Debbie Ingoldsby, Project Officer Janette Savage, Head of Service Delivery Claire Walker, Procurement Manager
Key partners	TBC, North East Chamber of Commerce representative

	TBC, Federation of Small Businesses representative TBC, Teesside University representative TBC, TVCA representative
Sectoral representatives	TBC, local Healthcare business representative TBC, local Digital business representative TBC, local Commercial Property business representative TBC, local Industrial business representative

The Housing and Construction Group will comprise:

Middlesbrough Council	Richard Horniman, Director Regeneration Executive Member for Regeneration Steve Fletcher, Head of Capital Projects Andrew Carr, Development Services Manager Paul Clarke, Head of Planning David Velemir, Valuation and Estates Manager
Key partners	TBC, TVCA representative TBC, Homes England representative
Key house builders	x3 national house builder representatives (TBC)
Sectoral representatives	Tony Dodds (Housing Advisor) TBC, Professional Services local business representative TBC, Estate Agent local business representative TBC, Construction local business representative

Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting.

Meeting frequency

A meeting of the sub-group will be scheduled every week, or called where necessary. Meetings will arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

Business and Employment:

1. How can local use of national schemes be maximized to accelerate recovery?
2. What issues has the pandemic specifically caused local businesses/sectors?
3. What are going to be the key factors in driving recovery?
4. What are the key risks to recovery?
5. What are the immediate, short and medium term needs of businesses in the area?
6. Who is best placed to respond to the identified needs?
7. What do we need to lobby others to address?
8. What is the two way relationship between the property market and business recovery?
9. What is the impact on our relationship to our commercial tenants and how, if at all does that relationship need to be redrawn?

Housing and Construction:

1. How can local use of national schemes be maximized to accelerate recovery?
2. What issues has the pandemic specifically caused?
3. What are going to be the key factors in driving recovery?
4. What are the key risks to recovery?
5. How can we stimulate or de-risk the market?
6. How do we restart existing sites/projects?
7. How do we accelerate future sites/projects?
8. What do we need to lobby others to address?

Appendix I

COVID-19 Recovery: Council Services and Priorities Sub-Group Terms of Reference

Purpose

The sub-group will work with all other sub-groups within the Recovery Group structure to coordinate, articulate, communicate and where appropriate implement the phased return to 'business as usual' (the 'new normal') for employees, members, customers and all other stakeholders.

Specifically, the sub-group will:

1. review changes to legislation and the Government's proposed legislative programme as a result of CV-19;
2. assess and address the impact on the Council's decision-making, and adapt accordingly (Monitoring Officer to determine way forward either by determining them in line with authority as MO or by agreement at a Full Council meeting, as appropriate);
3. assess the impact of CV-19 on the Council's financial position, strategic priorities and associated planned activity in the short to long-term (including the Change Programme);
4. propose amendments to the Council's strategic priorities and Medium-Term Financial Plan and activity in the light of the above, incorporating recovery activity as appropriate;
5. identify an approach to community engagement and consultation on any proposed amendments to strategic priorities where appropriate;
6. review and recommend options regarding the updating of the Strategic Plan and associated workplans within agreed tolerances in the light of potential rolling lockdowns over the next 12-18 months;
7. review the Council's commissioning and procurement activity to determine whether it remains fit for purpose;
8. establish the 'new normal' for MBC operations in terms of delivery models, service standards and working practices for both employees and members;
9. develop appropriate programmes of support for employees and members affected by CV-19;
10. establish a central repository to capture lessons learned from CV-19 that can be used to inform future planning; and
11. ensure that the above is clearly articulated and communicated in a set of updated strategies, policies and procedures, where appropriate, and effectively implemented, paying particular attention to customer-focused activity.

In undertaking the above, the sub-group will ensure appropriate engagement with employees, members, customers, partners, contractors, suppliers, auditors and regulators.

Remit

The sub-group is not decision-making (outside of the existing delegated authority of individual members) and shall, as far as possible, work on the basis of consensus to:

- ensure that there is a stakeholder engagement plan in place;
- actively engage stakeholders in the recovery process;
- identify stakeholder issues and escalate to Recovery Group where needed;
- assist in informing the wider community of Recovery Group progress; and

- ensure that legal, financial and communication matters are identified, addressed and signed-off by the appropriate sub-group before implementation.

Chair and Secretariat

The Group will be chaired by the Strategic Director of Finance, Governance and Support, with the Director of Legal and Governance Services deputising where required. The secretariat role will be delivered by the Strategy, Information and Governance service, in conjunction with the Recovery Group secretariat.

Membership

The group will comprise all Heads of Service from Finance, Governance and Support and Legal and Governance Services, the Head of Marketing and Communications, Change Programme Manager, Data Protection Officer, Governance and Information Manager and the Executive Member for Finance and Governance. Property and Health and Safety representatives will attend as necessary to support work on the operational estate requirement actions.

Deputies are permitted but must be appropriately briefed by, permitted to act on behalf of and debrief the regular attendee in advance of the meeting. Trade Unions will also be invited to attend.

Meeting frequency

A meeting of the sub-group will be scheduled on a weekly basis and called where necessary. Meetings will be arranged by the Secretariat and will be via video call unless otherwise communicated.

Key Lines of Enquiry

1. What changes to legislation and the Government's proposed legislative programme have taken / will take place as a result of COVID-19 and what are the impacts of these?
2. What impact has / will COVID-19 had / have on the Council's financial position in the short to medium-term (MTFP and budget savings targets)?
3. Which existing strategic priorities and planned actions for 2020/21 have been / will be impacted as a result of COVID-19, what is the type / extent of impact, can this be mitigated and to what extent and what are the resulting revised milestones?
4. In terms of strategic priorities, what do we no longer need to do, and what do we need to add as a result of COVID-19 (integration of recovery activity and opportunities arising into overall delivery and reporting arrangements)? What do our members, employees and stakeholders think?
5. What have we learned in respect of delivery models, service standards and working practices that we should keep as part of the 'new normal' (e.g. in respect of the digital strategy)? What do our members, employees and stakeholders think?
6. What does the 'new normal' look like in terms of the Council operating model (e.g. agile / mobile working and associated ICT requirements) and how can this be articulated, communicated and implemented effectively? What do our members, employees and stakeholders think?
7. In the light of the above, which strategies, policies and procedures need to be revised and what are the timescales for these, aligned with phased release from lockdown?

8. What is the impact on the Council's strategic commissioning approach, current and planned procurement arrangements and contract monitoring and management activity?
9. What can we learn and adopt in terms of community engagement and social regeneration, as the approaches to these issues are being redrawn?
10. What changes to service delivery should be retained where they will continue to meet the needs of the customer while also supporting the Council's ambitions to deliver services digitally where it is appropriate to do so?
11. What are the Council's operational estate requirements within the recovery period?
12. What decisions are required to effect any proposed changes (e.g. revised MTFP, Strategic Plan, one-off report on COVID-19 recovery), are these officer or member decisions, what are the timescales for these and how can they be future-proofed so we don't have to do it again in event of further lockdowns?
13. What support do staff and members affected by COVID-19 need? Review current organisational approach to health and wellbeing to ensure that we are adequately supporting workforce needs now and as part of CV-19 recovery.
14. In terms of employee engagement, what was worked well during this incident and how can this be developed to ensure that staff groups previously disengaged / 'hard-to-reach' continue to be engaged following recovery?
15. How can we utilise, support and champion our existing employee networks and trade unions to gain valuable insight on the identified key lines of enquiry and improve communications going forward?
16. What can we learn from the incident in respect of training and development to ensure that employees continue to receive opportunities to develop key skills such as change management, resilience, leadership, as well as statutory and mandatory training?
17. How can we best implement the changes? What does the business change plan look like? What do our members, employees and stakeholders think?

Appendix J

COVID19 Recovery: Advisory Group(s) remit / Terms of Reference

Purpose

The Advisory groups provide specialist knowledge, support and advice to effectively guide the enabling workstreams / sub-groups of the Recovery group, in the following areas:

- Legal
- Finance
- Communications

Remit

The Advisory groups are not decision-making (outside of the existing delegated authority of individual members) and shall, as far as possible, work on the basis of consensus to:

- provide advice in respective areas of specialism;
- actively engage with workstreams throughout in the recovery process, maintaining an overview of all recovery activities; and
- ensure that legal, financial and communication matters are identified, addressed and signed-off by the appropriate sub-group before implementation.

Membership / relationship to Recovery Group

Advisory groups will attend meetings of the workstreams / sub-group as and when appropriate, reporting any key strategic issues arising in their specialist area to the Recovery Group via the Recovery Programme Manager.

Advisory Groups will provide appropriate service representation / support to the workstreams / sub-groups on a needs basis, ensuring resource is both available and distributed accordingly.

Key Lines of Enquiry

Finance:

1. What are the additional financial costs being incurred by the Council through recovery activity through:
 - a. direct financial costs;
 - b. income which it is no longer possible to generate; and
 - c. any other costs through activity it is not possible to carry out.
2. How can we assure ourselves of the value for money of recovery activity both corporately and at an individual activity level?
3. What is the most efficient way to deliver recovery?

Legal:

1. What are the legal requirements to enact recovery activity both at a corporate and individual activity level?
2. How can we ensure effective governance and decision-making throughout recovery activity?

Communications:

1. What key messages do we need to get out to our stakeholders, e.g. staff, customers, residents, businesses, key partners and Members, throughout the recovery period and through which channels?
2. How can we best utilise and build upon the increased Facebook following as a result of the launch of the 'Coronavirus Information for Middlesbrough' page going forward?
3. How can we work closer with key partners to ensure the most effective amplification of government messaging, as guidance is updated and restrictions are relaxed?

Appendix K

COVID19 Recovery: Communications Strategy

Guiding principles

“To ensure the co-ordination and delivery of consistent messages to the public and media.”
Middlesbrough Council COVID-19 Recovery Terms of Reference

“Winning investment and creating jobs.” “Making Middlesbrough look and **feel** amazing.”
“Creating **positive perceptions** of our town on a national basis.”
Middlesbrough Council Strategic Plan 2020-2023

Strategy and audiences

Communications around COVID-19 recovery will focus on how the town can **bounce back together** and the fact the council is **on your side**, whether you're a business, family or indeed another organisation involved in supporting Middlesbrough's recovery.

Messaging will be tailored for audiences including the following: executive members, all elected members, staff, partners, the public, business, Tees Valley Combined Authority and community groups.

Our aim will be to show how **the council is on the front foot** and can be **an example of best practice** in terms of recovery, while also continuing to showcase the council's ambition for the town centre and winning investment.

Tactics

Initial campaign work currently under development/consideration (NB: communications projects will increasingly be guided by ongoing work of sub-groups):

- Buy Boro campaign directory was launched on 27 April 2020 with social media case studies to continue twice per week. 40 businesses contacted the council to add their details in the first week. Second phase of website development now in planning and full communications plan drafted to map out next steps of campaign
- Social media photo and video case studies showing how council is providing key services - People, Place [ASAP]
- Traditional local media 'behind the scenes' access going into more depth on the above - People, Place [Early May 2020]
- Encourage national interest in Middlesbrough's recovery successes and ambitions linked to the mayor's profile and his first anniversary in office - Place, Business [ASAP] This has been discussed with mayor's communications adviser – there was some concern around timing in relation to infection rates/park closure discussions
- Content plan in development to allow residents to relive the BBC Radio 1 Big Weekend across late May bank holiday via social media. BBC have given guidance around use of clips etc [late May]
- Special edition of council magazine promoting local companies and celebrating community response - Place, Business [Will have to be guided by when social distancing restrictions are relaxed so full consideration can be given to types of businesses we are promoting]

- Amplify messaging around existing council services and programmes which are increasingly relevant, e.g Boro Man Can, Headstart - People, Place [Early May]
- Work with all sub groups on identifying opportunities, e.g. supporting partners such as Everyone Active on promotions, planning a public celebration to thank our own keyworkers and the NHS as part of a cultural bounceback - Place [Ongoing but with early ambitious focus on culture]