SHORT REPORT	
Subject Matter	COVID-19 Resilience Plan – Governance Framework
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1. EXECUTIVE SUMMARY

1.1 On 25 March 2020, the Emergency Committee approved the council's Resilience Plan in response to the coronavirus outbreak. This set out the council's initial plans to address the varied and significant challenges that have arisen and acknowledged that the Plan needed to evolve in accordance with the needs of the Borough. The Plan is included in Appendix 1a.

1.2 A governance framework has been established to ensure the council is delivering against this Plan, meeting the needs of local communities and responding to the ever-changing situation. This framework has three key areas:
   1) Monitoring and managing the delivery of the Sandwell COVID-19 Resilience Plan and identifying new areas for inclusion;
   2) Understanding the ongoing impact on services, staff and the community of not delivering business as usual; and
   3) Identifying lessons learned and building into future practice.

1.3 The information captured will ensure the Resilience Plan evolves to effectively respond to the developing crisis, as well as leading to the development of a prioritised and scheduled Recovery Plan. This is illustrated in the diagram below:

2.   KEY ISSUES

2.1   Managing the delivery of the Sandwell COVID-19 Resilience Plan will involve:
- Regularly reviewing the progress against the detailed actions to deliver the priorities set out in the Resilience Plan and highlighting any risks and issues for resolving.
- Capturing data and intelligence from existing mechanisms to minimise disruption to services focused on responding to the current situation.
- Conducting regular 'horizon scanning' activity to ensure government policies and national best practice are reflected in the plan where appropriate.
- Incorporating new actions into the Plan in response to emerging risks, intelligence gathered, horizon scanning activities and the outcomes of the ongoing impact assessments (see paragraph 2.2).
- Reporting progress and additional priority areas to Emergency Committee monthly.
- Ensuring good governance, internal control and risk management arrangements inform decision making throughout the emergency period.

2.2   The impact of COVID-19 and of not delivering business as usual will be assessed in three ways:

2.2.1   Services:
- Understanding the impact that implementing business continuity arrangements are having on outcomes and both the immediate and longer-term implications of this.
- Leadership Team will have oversight of the results of the impact assessments and will agree appropriate actions as necessary.
- Ensuring that existing risks are being reviewed risks in the context of the COVID-19 outbreak, as well as identifying any new risks and mitigating actions required. This information will be fed through to the COVID-19 Governance and Risk Assurance officer group to ensure a co-ordinated approach to risk management across the council and that the impact on the council's strategic risks is appropriately managed.
- The frequency at which these impact assessments will be reviewed will be prioritised based on the impact on statutory functions, vulnerable communities and business as usual. Those with a more significant impact on statutory services,

vulnerable communities or the ability of partners to deliver their services will be reviewed on a weekly basis to ensure the council is responding to issues as they arise.

2.2.2 Community:
- Capturing a holistic view of pressures in the community during this crisis period through a basket of key measures, focusing on people, place and economic based indicators
- Reporting data monthly and benchmarking against previous year's profiled data where available. This will provide a strategic overview of the impact, over and above the regular intelligence reviewed as part of the daily SitRep meetings.

2.2.3 Staff:
- A suite of measures tracking the impact on the welfare of the council's workforce, including absence due to stress, use of the council's counselling service and understanding the impact of bereavement on staff where possible.

2.2.4 The intelligence gathered from these three impact assessments will be reviewed by Leadership Team on a regular basis. Where issues are identified, and action is required immediately, this will be incorporated into the council's resilience plan. Where action is required at a future date, this will be incorporated into the council's recovery plan.

2.3 Lessons Learned

2.3.1 At an appropriate point in time, a comprehensive 'lessons learned' activity will be conducted. This will aim to capture both positive and negative experiences of the response to the coronavirus outbreak from a range of stakeholders, such as staff, members and partners. The outcomes will be communicated to the relevant audiences to build into future practices at all levels of the organisation.

2.4 Recovery Plan

2.4.1 Once the coronavirus outbreak is under control, the council will need to move out of the current 'business continuity phase' into delivering 'business as usual'. However, the demands on some services may be higher than others for longer than the outbreak period.

2.4.2 Therefore, a prioritised, scheduled Recovery Plan will be developed that focusses on areas of higher demand and increased risks. This will use the intelligence captured through the impact assessments to determine where resources will need to be directed to, and link to the Corporate Plan that was approved by Full Council in March 2020. Whilst the strategic objectives of the Corporate Plan are likely to remain valid, the specific focus under each objective may need to be reviewed to address the full impact that coronavirus will have had on every aspect of the council and our communities.

2.4.3 The Recovery Plan will be reviewed on a regular basis to ensure it is responding to the needs of our residents, businesses and communities as they evolve.

3. NEXT STEPS

3.1 Through this framework, the council will:

    3.1.1 Continue to build the detail underneath the Resilience Plan and track progress, identifying further actions as necessary to respond to the coronavirus outbreak.

    3.1.2 Ensure that good governance, internal control and risk management arrangements continue to be in place to inform effective decision making and provide the necessary assurances to all stakeholders during and post COVID-19.

    3.1.3 Review data from impact assessments and identify areas to address immediately or at a future point as part of a prioritised Recovery Plan.

    3.1.4 Report progress of the Resilience Plan at a future meeting of the Emergency Committee.