

Report Title:	RBWM Recovery Strategy
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Johnson, Leader of the Council and Lead Member for Business, Economic Development and Property
Meeting and Date:	Cabinet, 24 th September 2020
Responsible Officer(s):	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

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REPORT SUMMARY

1. The covid-19 pandemic has had wide ranging impacts on communities, the economy and society. We are now moving into a stabilisation phase and recovery.
2. We have worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire are being developed to enable sharing of best practice and co-ordination of activity where it is most appropriately undertaken at a county level.
3. This strategy sets out our approach to recovery at a Borough level to support our residents and businesses to empower communities to thrive, create great places and build lasting partnerships with our businesses.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) ***Approves the Royal Borough Support and Recovery Strategy to move into delivery phase.***

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

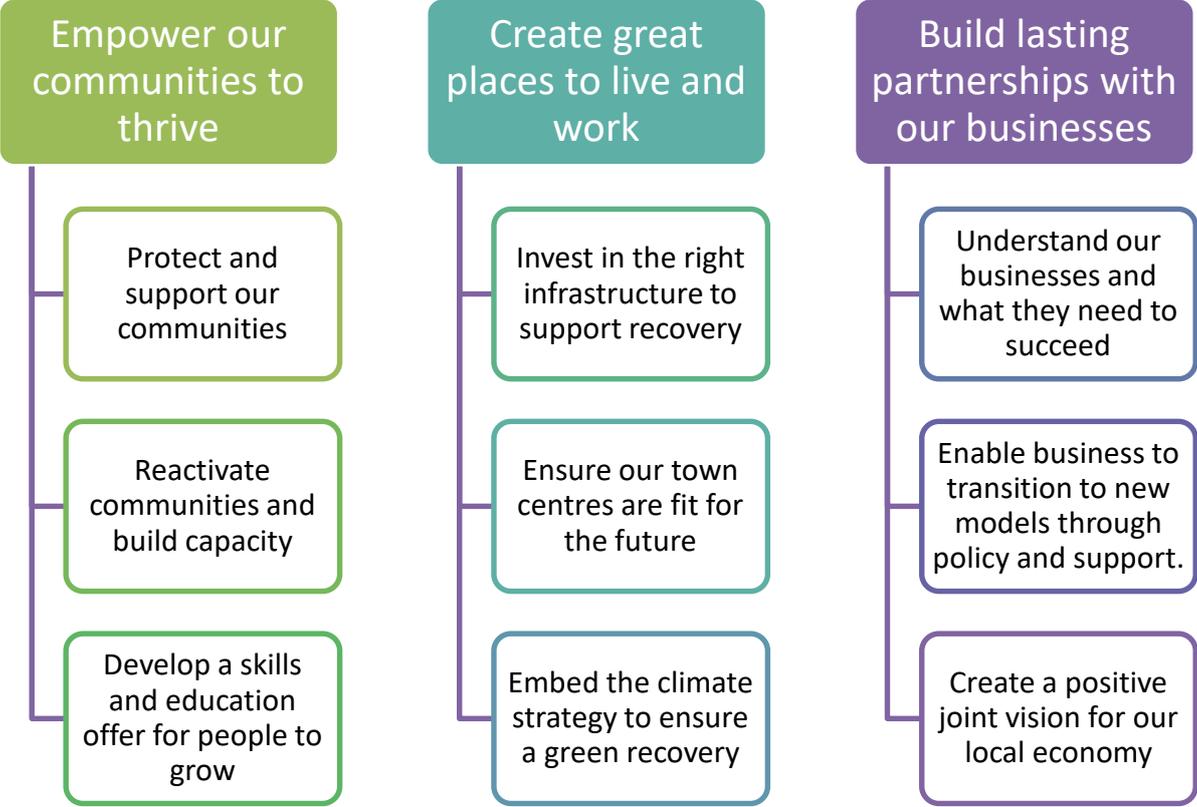
Options

Table 1: Options arising from this report

Option	Comments
Approve the strategy and move to the delivery phase. This is the recommended option	This will allow us to move to delivery phase and support businesses and community through recovery.
Delay approval and adoption of the strategy until we understand more about the recovery phase. This is not recommended	This would delay taking action on key issues and likely result in worse outcomes for the community and businesses.
Rely on the Thames Valley Recovery Strategy and do not adopt a local strategy This is not recommended	This would remove the local elements of the strategy, which would provide more tailored support for needs in the borough.

- 2.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 2.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 2.3 Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government as well as the emerging local evidence and data.
- 2.4 A regional recovery strategy has been developed at the Thames Valley, working with partners across Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes. This provides a framework for the development of local recovery strategies that are to be implemented at a county and local level, with four priorities:
- **Health and wellbeing:** support for those who have had the virus and are recovering, support for people and families who have lost someone to the virus and support for those affected by the wider impacts of the pandemic.
 - **Direct hardship:** assistance for those that have lost their livelihoods and homes, support for learners and recent leavers who need educational and career support and memorials and other marks of respect.
 - **Structural economic impacts:** support for businesses to re-establish economic activity, assessment of the impacts across sectors and places, retraining and assistance for restructuring, business advice and counselling.
 - **Building resilience and seizing the positives:** future resilience to pandemics, return of services and new operating models, support for behaviour change to seize the positives and transformation.
- 2.5 A strategy and set of actions are being developed at a county level in partnership with the Local Enterprise Partnership and other local authorities. This is focussed on sharing of best practice across the area and identifying activities that are better delivered at scale through partnership working.
- 2.6 We have developed a common approach to our local strategies, based on three phases: Response, Recovery and Renewal. Recovery is focussed on short-term and more tactical actions to address the immediate impacts. The renewal phase is focussed on more strategic and transformational change.

2.7 The borough strategy is based on creating the right environment for communities and businesses to recover. This means providing a strategic framework to support people, places and partnerships that will bring lasting success.



2.8 Each of the strategic themes has been converted into a workstream of initial actions. The strategy highlights actions that have been taken or will be taken across each of the phases: response, recovery and renewal. These are not intended to be an exhaustive set of actions and the programme will evolve over time as we learn more.

2.9 The success of the strategy will be monitored through a series of measures, based around the four priorities at Thames Valley level. One of the first key actions of the strategy will be to collate a recovery data hub and dashboard to enable data-led decision making.

3. KEY IMPLICATIONS

3.1 The pandemic has resulted in a significant downturn in economic activity and likely to lead to high levels of unemployment as the government reduces its support. The long term impacts on society in terms of education, economy, health and wellbeing will not be understood for some time. This means the strategy needs to be in place to guide decision making and help prioritise and manage activity in a co-ordinated way.

3.2 The strategy will need to be delivered across the organisation to ensure it is effective. It may also guide future decisions on prioritisation of revenue and capital budgets in the future.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The strategy will be managed through existing resource and budgets, supported by bids for external funding including any available government grants. We will also look to work with partner organisations to maximise the value gained from available resources for the benefit of our residents and businesses.
- 4.2 Delivery of the strategy will be through a reshaped economic development function, working in partnership with other services across the council. As acknowledged in the council's interim strategy, recovery from covid-19 is an interim focus for the organisation but any longer term resource implications will need to be considered as part of our Medium Term Financial Planning.

5. LEGAL IMPLICATIONS

- 5.1 No significant legal implications have been identified but this will be kept under review as the strategy evolves and appropriate advice will be sought on individual projects as required.

6. RISK MANAGEMENT

- 6.1 The broad nature of the strategy means that there are multiple risks and issues associated with the subject matter. Individual projects will be managed to understand the risks and mitigations at project level. The biggest risk relates to inaction and failing to put in place an appropriate strategy for recovery and renewal. The strategy itself is seeking to minimise and mitigate significant risks to our residents, communities and businesses.

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** the strategy is seeking to reduce inequalities and prevent further impacts that worsen existing inequalities within society. A screening assessment has been undertaken that has not identified the need for a full assessment is required at this stage. However, equalities impact screening will need to be undertaken for individual projects and initiatives as required.
- 7.2 **Climate change/sustainability.** The strategy seeks to embed the climate strategy into our recovery strategy, as part of our placemaking work. This is to ensure that future strategies are consistent with our climate objectives and we are able to deliver a 'green recovery'.
- 7.3 **Data Protection/GDPR.** The strategy in itself does not have any significant data protection or GDPR implications. However, individual projects will be reviewed to ensure that any implications are managed in line with the council's policies and procedures.

8. CONSULTATION

- 8.1 The strategy will be taken to Infrastructure Overview and Scrutiny Panel on 22nd September 2020 for review and comment. It has also been discussed

with the Recovery Member Reference Group in an advisory capacity, the details of which are included in the strategy document.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The strategy will be implemented as soon as it is adopted. A process for prioritising the actions within the strategy is being developed alongside more detailed delivery planning. The nature of the emergency has meant that some projects within the response and recovery phase have been delivered or are in delivery phase already.

10. APPENDICES

- 10.1 The strategy document is attached as an Appendix.

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council and Lead Member for Business, Economic Development and Property	04/09/20	
Duncan Sharkey	Managing Director	04/09/20	07/09/20
Russell O'Keefe	Director of Place	04/09/20	08/09/20
Adele Taylor	Director of Resources/S151 Officer	04/09/20	04/09/20
Kevin McDaniel	Director of Children's Services	04/09/20	
Hilary Hall	Director Adults, Commissioning and Health	04/09/20	
Andrew Vallance	Head of Finance	04/09/20	
Elaine Browne	Head of Law	04/09/20	
Mary Severin	Monitoring Officer	04/09/20	07/09/20
Nikki Craig	Head of HR, Corporate Projects and IT	04/09/20	
Louisa Dean	Communications	04/09/20	
Karen Shepherd	Head of Governance	04/09/20	



Royal Borough Windsor & Maidenhead

Support and Recovery Strategy

September 2020

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1 INTRODUCTION

- 1.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. It has changed the way we live and view the world. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 1.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for shielding and management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 1.3 We enter the stabilisation and recovery phase with significant uncertainty. Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government and the emerging local evidence and data that will inform us of the impacts of the crisis on the economy and society.
- 1.4 The services that the council offer have had to adapt during the response phase and will be changing as we move into recovery. A separate organisational recovery strategy has been prepared. The first phase of this is service level step-up plans and changes to existing operating models to allow services to continue in a socially distanced and safe way. We are reviewing policies and putting in place the right support for our colleagues and managers for working in these different circumstances.
- 1.5 Whilst the recovery phase will require the support of many partners, organisations and communities, there is a key role for the council to provide leadership. This document sets out the strategic approach to managing the 'place' recovery within the Royal Borough of Windsor and Maidenhead. It will provide a flexible framework to guide decision making and prioritisation of activity. The remainder of this report is structures as follows:

Section 2 – Impacts of Covid-19	This section sets out the known and potential impacts of Covid-19 on the UK and the borough. Where possible these are quantified through data and evidence.
Section 3 – Strategic context	This section explains the activity at national and regional level, which sets the context for our own local strategy.
Section 4 – Local recovery strategy	This section provides the outline of our recovery strategy including the workstream structures and overall approach.
Section 5 – Implementation	This section sets out how the strategy will be managed and delivered.

2 Impacts of Covid-19

- 2.1 We are still learning about the impacts of the pandemic. Many of the longer-term health, societal and economic impacts of the crisis will not be known for many years to come. Therefore, our strategy will need to be informed by the emerging data and will need to be flexible to ensure that our actions can change as we learn more about the impact of the pandemic on society.
- 2.2 Whilst we do not have all the data required at this stage to assess the long-term implications, there are some emerging themes and issues that need addressing.

Health and wellbeing

- 2.3 There have been some clear and immediate impacts on the health and wellbeing of our community. So far, there have been 406 recorded cases in the Royal Borough of Windsor and Maidenhead and 129 Corona virus related deaths. We also do not fully understand the longer-term effects on those who are recovering from the disease.
- 2.4 These direct impacts will have affected many families and communities across the Royal Borough, who will need support as we move on from the immediate emergency response. Key workers across the NHS, wider health and social care sector have had to work for prolonged periods in difficult circumstances. This is likely to have longer-term effects and we will need to support those who have been affected by working through these unprecedented.
- 2.5 In addition to this, there have been a series of knock-on impacts on health. The NHS has had to pause non-emergency procedures. The government guidance to stay at home has also resulted in some people choosing not to access care and a delay to some non-emergency treatment.
- 2.6 The direct impact of the pandemic, the lockdown and other wider economic impacts that result will also impact mental wellbeing. This will require close examination to ensure that these longer-term effects are monitored, and appropriate actions taken to support our communities. The impact of the closure of schools on the education and development of young people is of particular concern to ensure their long-term economic and social potential is not unduly impacted.
- 2.7 The immediate response from the local authority was to establish a Community Hub to support residents and recruit volunteers. During the lockdown there were over 2,700 shielded individuals with over 800 community requests. In the local area we recruited over 750 volunteers with almost 400 of those matched where help was needed. The Community Hub also signposted to other agencies where residents could access help.
- 2.8 As we move into recovery, the Royal Borough is establishing the management of shielding, other vulnerable residents and volunteers as business as usual, including the development of a bespoke case management/allocation system.

Direct hardship

- 2.9 Traditionally, unemployment in Berkshire and the Royal Borough has been low. In 2019, the Royal Borough had an unemployment rate of 2.4%, below the average in the South-East of England of 3.0% and 3.9% in the whole of Great Britain.
- 2.10 The crisis is expected to have a significant impact on unemployment and numbers of benefit claimants. Across Berkshire there was a 50% increase in claimants between April 2020 and May 2020. In the Royal Borough the number of claimants rose to 4,010, with the proportion of those aged 16 to 64 claiming rising from 2.8% in April 2020 to 4.3% in May 2020. This is up from 1,100 people in April 2019, which represented only 1.2% of those aged 16 to 64. Government support measures, in particular the furlough scheme, may be artificially suppressing unemployment impacts. Government data suggests that there were around 17,500 employees in the Royal Borough within the scheme.
- 2.11 We are also expecting to see a substantial rise in vacancies in both retail units and office space. Some businesses will fail or cease trading and there will be some consolidation and rationalisation of office space and stores by larger companies. We have already seen a number of national retailers announce they will not be reopening their stores in our larger town centres of Windsor and Maidenhead.

Structural economic

- 2.12 Prior to Covid-19, Berkshire had one of the strongest performing regional economies in the UK. The GVA figures per job and per hour worked were comparable with London and much higher than the UK average. The number of businesses were growing by around 3.5% a year and RBWM had the largest number of registered businesses of all of the Berkshire Authorities with over 9,500 in 2019.
- 2.13 There are a number of high-risk sectors, which are being more heavily impacted by the pandemic. The economy in our area is more reliant on the hospitality and tourism than the UK as whole. This sector is responsible for around 8,000 jobs (8.6%) and 1.5 times more important than the national average. We are also reliant on arts, entertainment and recreation which employs 4,800 people (5.8%) which is 2.3 times the national average.
- 2.14 We have seen an acceleration of retail trends that will further impact the high street. Online sales have been increasing and footfall has been impacted by the lockdown and closure of businesses (either short term or long term). To date footfall in Windsor town centre is down 49.1% year to date and Maidenhead is down 41.3%. In the South East footfall is down 43.9% and the UK is down 45.9%.
- 2.15 This could have significant knock-on impacts on the property sector, land uses in town centres. Therefore, having plans for the short-term impact on vacancy rates and a longer-term renewal strategy to ensure the ongoing vitality and viability will be important.
- 2.16 The government advice to work from home has also impacted many organisations, in particular those with larger numbers of office workers. It has helped to test and prove video-conferencing technology on a greater scale and demonstrated the ability for many to work productively away from the office.

2.17 Many organisations, including the council, are considering their flexible working policies and actively reviewing office space requirements for the future. This could have wide ranging impacts on the future office market, land-use and transport planning.

3 Strategic context

3.1 Our recovery strategy is being developed in the context of activity at a national and regional level. The local strategy has been developed to support the overall approach and ensure that activity is taking place at the appropriate level.

Government recovery strategy

3.2 In May 2020, the UK government released its recovery strategy 'Our Plan to Rebuild' which was updated in July. This set out a phased approach to reopening the economy and society. It includes a series of measures for smarter controls for managing the pandemic, which is known as Phase 2. These controls will need to be in place until we reach Phase 3, where reliable treatment is in place to tackle Covid-19.

3.3 There have also been a series of actions by Government to support the economy through the crisis. This has included business support grants and loans, sector specific funding packages and the furlough scheme. Funding packages for local transport have been made available to support train operating companies, local bus operators and to invest in walking and cycling measures that support social distancing.

3.4 The government is also looking at the longer-term strategy for the economy, to bring together the economic recovery from covid-19 alongside changes resulting from Brexit and our commitment to net zero carbon emissions by 2050. A series of business round tables and working groups have been established to consider the longer-term strategic issues for economic recovery including:

- **Green Recovery** – how to capture economic growth from the shift to net zero carbon.
- **Increasing opportunity** – how to level up economic performance across the country, including through skills and apprenticeships.
- **Backing new business** – to make the UK the best place to start and scale a business.
- **The future of industry** – how to accelerate business innovation and leverage private sector investment in research and development.

3.5 Government has also asked Local Enterprise Partnerships to review and update the existing Local Industrial Strategies. These will form new Local Industrial and Recovery Strategies to guide economic growth in the recovery phase. The Royal Borough is one of the six local authorities in Berkshire, working in partnership with the Thames Valley Berkshire LEP to develop this.

3.6 In July 2020, the Government released its 'Plan for Jobs'. This set out a series of measures to support the economy and jobs as we transition out of the current furlough scheme. Measures include: a job retention bonus, to encourage employers to retain furloughed workers; supporting jobs through a new kickstart programme, protecting jobs through support for affected industries such as hospitality and tourism through reduced VAT; and creating jobs through stimulus investment in infrastructure, green homes grants and a temporary cut to stamp duty.

Regional strategy

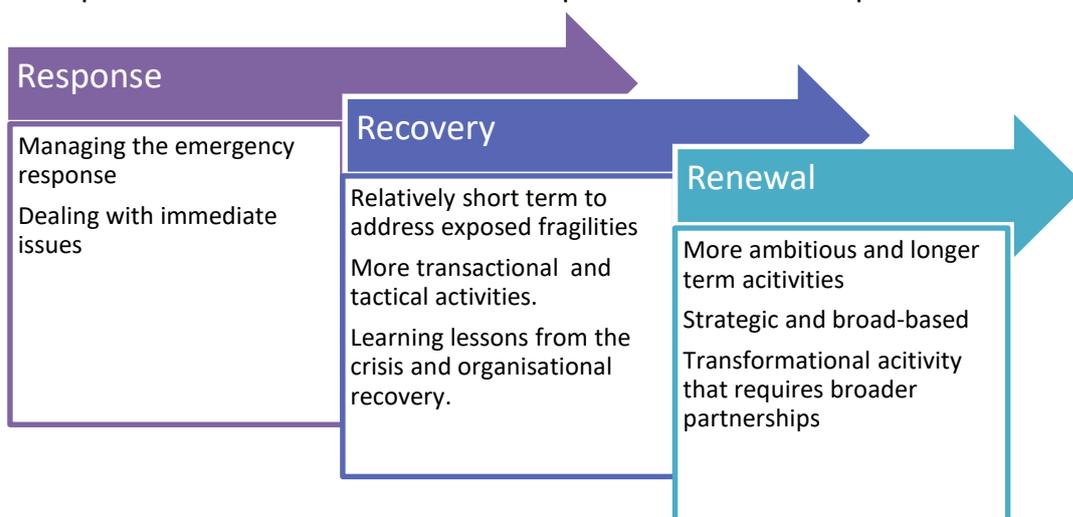
3.7 The crisis has been managed through the Local Resilience Forum and emergency planning structures. Berkshire sits within the Thames Valley Local Resilience Forum, along with Buckinghamshire, Oxfordshire and Milton Keynes. A strategic recovery

group has put in place an overarching recovery framework to guide development of local recovery plans. This is based on four key areas of focus:



Berkshire Recovery Strategy

- 3.8 Tactical recovery planning has been delegated to county level, with four groups in the Thames Valley Area. The Berkshire Recovery Co-ordinating Group is made up of the six unitary authorities and the Local Enterprise Partnership.
- 3.9 There is an emerging strategy for Berkshire seeking to identify joint priorities, share best practice and identify issues that are best dealt with at a Berkshire level, with the benefits of delivering at scale. A common language of the phases of recovery has been developed for the Berkshire. With three phases which are expected to overlap:



4 Local Place Recovery Strategy

4.1 Our approach to recovery has been guided by four key principles which were built into the recovery cell of the emergency response:

- Co-ordinate the recovery for businesses and communities in the borough.
- Minimise the impacts on the economy, population health and quality of life;
- Maximise opportunities for ongoing transformation of service delivery.
- Embed changes to business as usual that deliver benefit the council, businesses and communities

Recovery phase

- 4.2 The Community Hub has brought together nearly 50 community groups across the borough and recruited well over 700 volunteers providing invaluable assistance to **shielded and vulnerable residents** in the borough. As part of our organisational recovery we are embedding this into our service provision and will continue to support those people as part of our business as usual.
- 4.3 The initial phases of our recovery have been about **building trust and confidence** in the easing of the lockdown. We have worked hard with businesses and other partners to enable the **safe reopening** of our main town centres. This has involved creating guidance for businesses, helping to build reassurance with increased and visible cleaning regimes and providing signage to support social distancing. We have also been successful in securing funding from DfT to provide improved walking and cycling facilities to **support social distancing**.
- 4.4 We continue to promote our businesses and have launched specific campaigns to **support local** and promote our **independent businesses**. We are now moving onto promoting the Royal Borough as a destination. This will start as a local campaign to **Rediscover Your Local Borough**. This campaign will focus on encouraging local residents to reconnect with local places to visit and take the opportunity to enjoy some of the local attractions they haven't visited for a long time or have never visited. This will then transition into a **domestic visitor campaign** to seek to capture the day visitor and staycation market.
- 4.5 To support our town centres, we are reviewing opportunities for businesses to **make better use of street space** and **expand their capacity**. We are also building up a register of landlords so that we can work in partnership with them to create **meanwhile uses** and **pop-up space**. We are also curating a **programme of events** to support reactivation and engagement with our communities and support the vitality and vibrancy of our town centres.
- 4.6 Infrastructure will play a key role in the **green recovery**. We will seek to maximise opportunities to invest in walking and cycling measures through the Government **active travel fund**. We will promote the **green homes grant** to help our residents to improve energy efficiency and support our journey to net zero carbon.
- 4.7 The pandemic will have a significant impact on jobs and unemployment. We will continue to work with the Local Enterprise Partnership to promote **Berkshire Opportunities**, a local redeployment scheme with the National Careers Service. We will **promote the central Government support schemes**, set out in a 'plan for jobs'. Working with our business community we will explore opportunities to set up **mentoring**

programmes for young people to ensure they are supported through these difficult times.

- 4.8 The crisis has highlighted the need to have more robust mechanisms in place to engage with our business community. As part of the recovery strategy we will be building stronger partnerships with businesses. We will create new **business engagement channels** as well as offering dedicated support to support them to **re-imagine their business model** for the new environment.

Renewal phase

- 4.9 The renewal strategy is based around creating the right environment for communities and businesses to recover. This means supporting **people, places** and **partnerships** that will bring lasting success.



4.10 To deliver the objectives set out at a Thames Valley level, each of the themes has been developed into a workstream. The entire programme will be supported through a communication and marketing workstream. A programme of activity to promote the reopening of the economy and a place marketing campaign to encourage local, domestic and finally international re-engagement with the Royal Borough.

	Empower our communities to thrive	Create great places to live and work	Build lasting partnerships with our businesses
Health and wellbeing			
Direct Hardship			
Structural Economic			
Building resilience			

4.11 The strategy will be converted into a series of projects, actions and activities. A summary of the current activities that have been identified across the response, recovery and renewal phases is set out below. These will be reviewed and updated as we learn more, this is not intended to be an exhaustive list of activities but provides the basis for planning our initial priorities.

Empower our communities to thrive	RESPONSE	RECOVERY	RENEWAL
	<p>Volunteering programme</p> <p>Support for shielding individuals.</p> <p>PPE and logistics support.</p> <p>Support for key worker children to remain in education</p> <p>Signposting to on-line learning resources.</p> <p>Working with schools on phased reopening plans.</p> <p>Sharing government messaging of ‘Stay home, save lives, protect the NHS’</p> <p>RBWM together campaign</p>	<p>Transition of shielding support service measures into BAU</p> <p>Working with businesses to help vulnerable residents to access reopened economy</p> <p>Embedding community response including potential for hubs.</p> <p>Mental health support programmes and promotion of physical wellbeing</p> <p>Curation of a borough-wide event programme</p> <p>Investigate options for recognition and memorials to recognise the impacts on communities.</p> <p>Engagement with higher and further education providers in the borough to understand their needs</p> <p>Promotion and signposting of LEP redeployment scheme and Government support programmes.</p> <p>Develop pathways for those affected by unemployment and mentoring opportunities and education support for young people impacted.</p>	<p>Develop a “place” strategy for physical and mental health and wellbeing that promotes a new relationship between organisations and communities focused on self-care, prevention and maintaining independence</p> <p>Community capacity building</p> <p>Skills gap analysis through engagement with businesses – through new local industrial strategy.</p> <p>Regional education and skills programme to support retraining.</p> <p>Support for development of start-up and grass roots business</p>

Create great places to live and work	RESPONSE	RECOVERY	RENEWAL
	<p>Changes to local bus services</p> <p>Free resident parking in key car parks.</p> <p>Temporary highways measures to support social distancing.</p> <p>Town centre safe reopening plans.</p>	<p>Enable acceleration of walking and cycling measures through bids for investment.</p> <p>Encourage and attract investment to support transition to net zero.</p> <p>Engagement with digital infrastructure providers to understand how they can support a low carbon recovery and embed behaviour change.</p> <p>Work with landlords on meanwhile uses and popups to support town centre vitality</p> <p>Develop stronger relationships with local transport providers to understand how their services are responding to Covid.</p> <p>'Discover Your Royal Borough' local borough campaign'</p> <p>'Rediscover the Royal Borough domestic tourism campaign</p>	<p>New Local Transport Plan to support new patterns of travel.</p> <p>New Digital infrastructure strategy and support for acceleration.</p> <p>Embed the Climate Strategy into the council and across the borough.</p> <p>Place marketing strategy for the Royal Borough tailored for our various audiences.</p> <p>Future of town centres vision for all areas of the Borough</p> <p>Ensuring regeneration programme is supporting our wider recovery strategy.</p>

Building lasting partnerships with our business	RESPONSE	RECOVERY	RENEWAL
	<p>Promotion of open businesses.</p> <p>Business engagement meetings by sector.</p> <p>Business grants, advice and guidance on safe reopening</p>	<p>Development of comprehensive database of borough businesses by sector.</p> <p>New business engagement channels</p> <p>Reassurance messages through phased reopening</p> <p>Shop local / stay local campaign.</p> <p>Independents campaign</p> <p>Work with partners to set up the recovery data hub</p> <p>1-1 business support offer and networking opportunities to build stronger support within the business community.</p> <p>Signposting of support for redesign and reimagining business for the new environment.</p> <p>Place-based task force with local business to identify medium term actions.</p>	<p>Policy review to support businesses to change their business model, including potential for local development orders.</p> <p>Engagement with high growth sectors to support wider economy and community.</p> <p>Proactive inward investment strategy to identify the types of businesses we want in the borough</p> <p>Co-ordinate activity into a new Economic Development Strategy in partnership with business.</p>

Monitoring

4.12 As time passes, we will learn more about the direct and indirect impacts of the crisis on both the economy and society. Therefore, our decisions will need to be led by the emerging evidence and data. Therefore, we are setting up a series of indicators to track as we move through the phases of our strategy, which will be developed through the recovery data hub:

5 Implementation

- 5.1 Delivery of the strategy will require a flexible approach. As we learn more about the immediate and long-term effects of the virus on health, society and the economy we will need to adapt our approach to tackle emerging issues.
- 5.2 We are stepping down our emergency planning structures and therefore the delivery will need to be through business as usual structures and working through existing partnerships. The weekly recovery cell meeting will continue as a forum to co-ordinate day-to-day activity. This has representatives from different teams across the council and other organisations as required.
- 5.3 Individual project delivery groups will be set up to support delivery. A good example of this is the town centre reopening group that includes officers from across the council and other organisations which supported delivery of the safe reopening of Maidenhead and Windsor town centres for non-essential retail and then for the reopening of pubs and restaurants.
- 5.4 A director-level recovery steering group has been set up on a monthly basis as the decision-making forum for the recovery strategy. This will provide direction for the development of the recovery strategy. A member reference group has also been set up to advise on the recovery strategy. The terms of reference are included at Appendix A.

Appendix A

RBWM Recovery Member Reference Group

Terms of Reference

Context

- RBWM has established a Recovery Cell to support recovery from the impact and consequences of Covid-19 and provide visible and strong leadership during the recovery phase.
- The Recovery Cell has set strategic priorities which remain under review.
- Unlike other events, the scale of Covid-19 means that RBWM will likely be operating an on-going response (led by the Recovery Cell)
- It is likely that the Recovery Cell will have a role to play for some months if not years to come.
- The Recovery Cell is intended to complement recovery plans and activity that must be maintained at service area level and other agency recovery plans.
- Substantial elements of recovery are likely to have commonality across service areas and local agencies.
- The Recovery Cell will support alignment with any national, Berkshire and Thames Valley Recovery Plans and provide useful operating principles and joint work to inform delivery of local recovery plans and activity by agencies so they can deliver on their interests and statutory duties.

Purpose

The reference group is formed to act in an advisory capacity to:

- Review the strategy, priorities and activities of the RBWM Recovery Cell.
- Offer insight on where any improvements may be considered so that recovery is managed.
- Support the connection between national, Berkshire and Thames Valley Recovery Plans and local agency Recovery Plans.
- Promote understanding of purpose and strategy within political groups.
- Ensure political support for recovery plans and communications.
- Engage with the community as appropriate and identify emerging issues, reporting them into the RBWM Recovery Cell

Membership

- 6 Members
- Chairman – Leader of the Council