

REPORT FOR DECISION



DECISION OF:	The Cabinet
DATE:	29 July 2020
SUBJECT:	Covid-19 Response and Recovery Update
REPORT FROM:	Leader of the Council and Cabinet Member for Finance and Growth; and Cabinet Member for Communities and Emergency Planning
CONTACT OFFICER:	Geoff Little, Chief Executive and Bury CCG Accountable Officer
TYPE OF DECISION:	Non Key Decision.
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report builds on the report to Cabinet on 10 June 2020 and provides an update on the Council's planning for recovery from Covid-19.
OPTIONS & RECOMMENDED OPTION	<p>Cabinet is asked to:-</p> <ol style="list-style-type: none"> 1. Note the progress on the Borough's response to the Covid-19 emergency; and 2. Approve the proposals for a 10 point plan for immediate recovery over the next six months as set out in section 8 of this report and the proposals for medium term recovery combined with the development of the Bury 2030 strategy as set out in section 14 of this report.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes

Statement by the S151 Officer: Financial Implications and Risk Considerations:	The financial impact of Covid-19 is outlined in section 7 of this report and in more detail in reports on the Council and CCG budgets elsewhere on the agenda for this Cabinet meeting.
Equality/Diversity implications:	None in relation to this report.
Considered by Monitoring Officer:	<p>The Council is a Category 1 responder under the Civil Contingencies Act and as such is at the core of the response to meet the Covid-19 emergency. The Council is subject to a full set of civil protection duties including putting in place emergency plans, business continuity and public information arrangements, all in cooperation with other local responders.</p> <p>The Council also has duties and powers in relation to public service provision. It must comply with the law and have regard to guidance issued by the government.</p> <p>At the present time a balance must be struck between those duties and powers and the need to comply with legislative restrictions connected with Covid-19 and its health and safety obligations. The report identifies those obligations and the actions being taken to address them.</p>
Wards Affected:	All.
Scrutiny Interest:	Overview and Scrutiny.

1.0 INTRODUCTION

- 1.1 At its meeting on 10 June 2020, the Cabinet received a report on the Council's response, with partners, to the Covid-19 crisis. The report gave details of the impact of the pandemic on Bury people, communities and businesses and the action taken to:
- Support the NHS and care services through the peak of infection;
 - Reduce the risk infection in the community;
 - Maintain delivery of essential Council services and other public services; and
 - Support communities, businesses and Council staff.
- 1.2 The report in June also gave an outline of the planned recovery phase.
- 1.3 This report provides an update on the progress of the pandemic in Bury and then a more detailed explanation of the plan for recovery.

2.0 RESPONSE

- 2.1 Bury was the first local authority in the North West with a confirmed case of Covid-19, which was reported on 4 March 2020. Planning had been underway prior to this to stand up the local emergency response, with partners, through the establishment of the Borough Wide Co-ordination Group.
- 2.2 Greater Manchester (GM) declared a major incident on Friday 20 March 2020. This activated the multi-agency response arrangements in line with the GM generic response plan and the pandemic flu plan.
- 2.3 During March and April a co-ordinated health and care response plan was developed which detailed the system response to the crisis, based on worst case scenario planning across three phases. The first phase related to the rapid hospital discharge processes needed at the end of March to support the acute sector to free up beds, mandated nationally. The second phase related to immediate support needed to manage the increase of Covid-19 cases, and the third to manage the 'peak' of Covid-19 cases, based on worst case scenario. The plan was focussed on community based health and care services and how they should be re-configured to meet the needs of people with Covid-19, as well as those with other health needs.
- 2.4 The first peak of cases in Bury was around the Easter Weekend, up to the 17th April 2020. We are now seeing both the infection rate and number of deaths involving Covid-19 continuing to fall from a peak of 47 deaths in the week ending 17 April 2020 to 4 deaths in the week ending 26 June 2020¹. The peak was lower than the worst case scenario but resulted in a long, shallow reduction from the peak; with hospital deaths declining more rapidly than care home deaths.
- 2.5 In Bury there have been a total of 237 deaths up to 3rd July 2020. As of 16 July 2020, there have been 1286 confirmed cases of Covid-19; a cumulative rate of 6.8 per 1000 population and a 7 day rolling average of 1.17.

3.0 RECOVERY

- 3.1 Planning work is now under way to support the recovery from Covid-19 in Bury. This work is critical to support Bury's residents, the economy and businesses during this rapidly changing situation. It will also enable reforms to be made to the delivery of public services across the Borough, including with key health and care partners, and for the Council to make sustained changes to how it operates internally. The recovery work will also include the financial recovery required for the Council and Bury One Commissioning Organisation (OCO) given the very significant impacts that the pandemic has had on the financial position of the Council, as with all other Local Authorities and NHS Clinical Commissioning Groups (CCGs).
- 3.2 Bury's approach to recovery will be in three phases aligned to the wider Greater Manchester approach:
 1. Release from lockdown
 2. Living with Covid-19
 3. Building back better

¹ Data from the Office of National Statistics

- 3.3 These phases are not discrete from one another and will run concurrently. There will be overlaps influenced by a combination of national guidance and local conditions, such as the prevalence of cases locally at any given time. As such, local recovery planning will be flexible and evolve to take account of potential future peaks and subsequent measures.

4.0 THE CHALLENGE OF RECESSION

- 4.1 It is now widely recognised that the economic crisis caused by Covid-19 will lead to the most severe economic disruption experienced in modern times. Early indicators suggest that the 'sudden stop' in general economic activity is more severe than during the depths of the 2008 financial crisis.
- 4.2 The Office for Budget Responsibility predicts an unprecedented national economic contraction of up to 35% in the next quarter of the year, potentially leaving an additional 2 million people unemployed. The National Institute of Economic and Social Research has estimated the total economic effects could be as high as £800 billion nationally over the next ten years.
- 4.3 Looking forward the challenge is threefold: keeping Covid-19 infection under control through the Local Outbreak Plan and lifting the lockdown safely; supporting people and businesses through the recession; and doing both whilst tackling a severe budget crisis for the Council and the OCO.
- 4.4 The Council will therefore need to be agile and flexible in responding to the requirements of different components of the Borough's economy, with a focus on activities that will support sustained growth over time while helping, where it can, to remobilise those sectors that are disproportionately affected.

5.0 LIFTING OF THE LOCKDOWN SAFELY

- 5.1 In recent weeks, the lockdown guidance has eased and a number of further specific guidance notes have been received which have informed our actions and response.
- 5.2 The Council and the OCO have played a vital role in ensuring that consistent and clear messaging has been communicated to ensure that residents and businesses receive up to date, accurate and accessible information as the guidance on restrictions changed, as lockdown has been lifted.
- 5.3 The Council have established Town Centre Recovery Boards to provide forums for businesses to raise issues and suggestions about their town centre as restrictions have been lifted. Action plans have been developed for each town centre to respond to emerging intelligence and opportunities. These Boards and the Bury Business Leadership Group have played a key role in the planning process to bring economic activity back to town centres, but in a way that ensures that public health and safety is protected as far as possible, in line with the following principles:-
- To be flexible and creative in allowing businesses to reopen and when safe, trade beyond their existing curtilage making use of the street/space around their property.
 - Require a business-led approach with the Council playing an enabling/support role.
 - Focus on encouraging a food-led approach rather than one that is drink-led in order to minimise problems and management and operational issues

associated with the consumption of alcohol (including anti-social behaviour and congregation of crowds not socially distancing).

- Run throughout the whole summer season (potentially until the end of October 2020).
- To maintain safe distancing as a key principle.

5.4 To support the re-opening of non-essential retail, the Council deployed Town Centre Stewards to monitor how footfall and queues had been operating and to determine whether targeted action was required. The Rock, Mill Gate and the retail parks have all put systems and measures in place to ensure the safety of shoppers. Safety measures were introduced at Bury Market including directional signs, safe working risk assessment checklists, social distancing markings and queue control measures.

5.5 A number of practical measures have also been adopted in support of the hospitality sector. For example:

- Parking restrictions were implemented on Bridge Street, Ramsbottom and Silver Street, Bury to ensure the safety of staff and the public.
- A fast-track process is in place to manage requests from businesses for temporary changes to their business operation (e.g. outdoor seating or closure of parking bays etc.), with safety being a paramount consideration.
- Changes to processing temporary event notices and waiving of fees for these applications until 1 December 2020.

5.6 The Covid-19 pandemic had a sudden and substantial impact on the arts and cultural heritage sector. The Town of Culture Steering Group has continued to meet during the pandemic and has been considering support to this sector. An assessment of specific cultural organisations has been undertaken to understand impact on income, expenditure and activity - tracking rate relief, business grants and national funding that has been secured. This sector plays a vital role in relation to the vibrancy of places and improving the health, wellbeing, resilience and happiness of residents and therefore culture has been identified as a key priority in the ten point recovery plan, described in section 8 of this report.

6.0 REDUCING THE RISK OF A SECOND PEAK AND FURTHER PEAKS

6.1 Building public confidence in the release from lockdown is central to the recovery planning by the Council and OCO. This will include ensuring that information about public safety and infection control is well managed.

6.2 The Bury Covid-19 Outbreak Control Plan was approved on 29th June 2020 describing control measures, roles and responsibilities should there be a local outbreak. Key components of this are:

- Ensuring the provision of Infection Prevention Control advice and support to prevent and manage local outbreaks.
- Supporting contact tracing in complex situations.
- Enabling access to testing for everyone who needs it.
- Making sure vulnerable and high risk individuals and communities are protected and are supported should they need to self-isolate.
- Planning for, managing and mitigating potential wider consequences.
- Putting data and intelligence systems in place to enable effective data management and surveillance of local transmission.

- 6.3 The Council's approach to contact tracing and outbreak management is a whole-system response which links to both National and GM levels. The plan will continue to evolve as the situation develops so that it stays relevant.
- 6.4 In order to meet these aims the local response has six key elements:
1. A single point of contact for Covid-19 issues.
 2. A core health protection team.
 3. Points of contact for key sectors.
 4. Dedicated support for data analysis and intelligence.
 5. Dedicated communications support.
 6. Enforcement.
- 6.5 They are unpinned by two further components that will be central to the Bury Covid-19 response:
- a) Close integration with local and national testing pathways.
 - b) Community hubs.
- 6.6 A communications plan has been developed, as this will be a central part of outbreak management and infectious disease control. Bury's Covid-19 response includes both proactive communications, such as reinforcing adherence to social distancing rules, infection control measures and compliance with requests to isolate together with reactive communications, such as in the event of an outbreak.
- 6.7 In addition to reactive outbreak management, the Infection Control Team and partners across the Council and OCO are providing proactive support to high risk settings, including care homes and care providers, schools, and businesses.

7.0 FINANCIAL IMPLICATIONS

- 7.1 The impact of Covid-19 on the Council and OCO finances will be significant and will extend well beyond the period of the immediate crisis. Assumptions made in assessing the potential impact are likely to change significantly over the course of time. Managing the Council's financial position within existing reserves will be challenging.
- 7.2 In response to the Covid-19 crisis the government has made available £3.7bn discretionary funding nationally to Local Authorities, of which Bury's share is £12.3m. In addition, some additional specific grants have been made available to provide funding to cover additional costs that will be incurred as a result of specific grant criteria. These funding allocations have also been reflected in the 2020/21 budget and a separate report to this meeting of the Cabinet provides more detail on this.
- 7.3 The Council is forecasting an overspend of £7.524m this year. This is not unexpected given the pressures faced by Covid-19 and reflects the monitoring that has been reported to the Minister for Housing, Communities and Local Government. Whilst the Council has seen an increase in some costs, the most notable impact has been on income loss. When set in February 2020, the 2020/21 budget was considered to be challenging but deliverable, however the position has now changed considerably. In responding to this, the Council

will consider options for managing the in-year impact and to consider how the longer term impact can also be managed.

7.4 The budget review process has started and a report will come back to Cabinet in the autumn.

8.0 IMMEDIATE RECOVERY ACTION – NEXT SIX MONTHS

8.1 Whilst the Council and OCO continue to manage the ongoing response phase of the pandemic, it must at the same time, plan and deliver action on recovery.

8.2 The Living with Covid-19 phase of recovery is anticipated to be influenced heavily by the potential impacts of significant economic downturn and the risk that this magnifies inequalities within the Borough. It is important that the Council and OCO, working with other public services, steps up action now to support Bury people and businesses through recession, before this peaks.

8.3 The extent of activity and support required across the borough in this context is potentially significant. To ensure resources are appropriately prioritised the following principles are proposed as a basis for the work plan:

- Activity should be targeted on the individuals, families and businesses which most need assistance. Targeted requirements will be identified through a data-led approach, applied at a neighbourhood level.
- Public services must be joined-up and integrated across individuals and their families to provide bespoke support which maximises resources.
- Delivery will be mobilised on an emergency response model, whereby the key actions are prioritised and effective use of resources are allocated through the de-prioritisation of other work. Delivery will be a team effort around all public service partners in Bury, together with community and faith groups.

8.4 Within this context the Cabinet is recommended to approve a **ten point plan of immediate recovery priorities** for the next six months, with the objectives of kick-starting the local economy; protecting the most vulnerable and strengthening resident confidence and engagement as follows:



8.5 **Summer provision for our children**

8.5.1 A programme of summer activity is being developed to engage our most vulnerable children, many of whom have not been in school since spring. The activity programme will be designed to support school readiness for the new academic year by giving children the benefit of a structured environment and social development over the summer. This programme will be delivered by local partners and community groups overseen by the Early Help Partnership.

8.6 **No rough sleepers**

8.6.1 The Council will continue to protect our most vulnerable, specifically by giving all rough sleepers the strongest possible offer of support in order that they do not feel it necessary to return to the streets. The Homelessness Partnership will play a key role in sourcing accommodation requirements beyond the A Bed Every Night scheme and will implement national and regional initiatives.

8.7 **The Bury opportunity guarantee**

8.7.1 The Council will give every Bury resident a guarantee that, through the Council Community Hubs and voluntary action co-ordinated by Bury Voluntary Community Faith Alliance (VCFA), they may access a personal opportunity to step towards recovery following Covid-19. This include opportunities to:

- Improve their health and wellbeing for those who may be struggling to re-adjust to normal life after lockdown or to rehabilitate following the virus.
- Access all-age mental health support through the newly created Single Point of Access, for people vulnerable because of Covid-19; including the additional impact that isolation or bereavement has had.
- Volunteer as a basis for personal development or social engagement; or access volunteering support.
- Access a programme of apprenticeships, internships, traineeships of work experience which will be developed by the Council and OCO with leadership from Bury College.
- Access support for those who leave school after Year 11, through joined-up vocational and educational support with a particular focus on young people who are Not in Employment, Education and Training (NEET).

8.7.2 Access to opportunities will continue to be through existing services as far as practicable, with a generic "front door" via the community hubs for people who do not know what sort of support is available or they may benefit from.

8.8 **Anti-poverty strategy refresh**

8.8.1 A Task and Finish group led by the Citizens Advice Bureau will be established to refresh the Council's anti-poverty strategy and deliver specific interventions which harness the strength of both state and society to provide the best possible safety net for residents. This will include extending the proactive work already underway through the Council's Revenue and Benefits Team to support residents to navigate the benefits system and access swift and appropriate financial support and also ensuring full uptake of the Healthy Start food voucher scheme.

8.9 Year of Culture

8.9.1 The Council has now created a catalogue of the cultural offer across all arts organisations; freelancers and independent artists. Every contributor who has reported a cancelled event this year will be contacted personally for advice and assistance in resuming their plans or planning an alternative. Investment in the Borough's culture infrastructure was provided for in the 2020/21 budget and will be directed towards supporting to the arts sector in recovery.

8.9.2 In the meantime, the Town Centre Recovery Boards will be supported to showcase and progress their local offer and events to drive the recovery of their locality. In support of this, the Council will:

- Prepare guidance on safe delivery of events in the context of social distancing. This guidance will supplement that already prepared for faith leaders to assist the return of communal workshop.
- Establish a borough Safety Board to deliver a multi-agency forum for events management.

8.10 Health and care recovery

8.10.1 The Council and OCO will support the health and care system recovery strategy. This will include progressing the integration of mental health services and social prescribing resource linked to the community hubs into the Local Care Organisation (LCO) Integrated Neighbourhood Teams and the Active Care Management programme to support those most vulnerable and those with complex needs.

8.10.2 Wider strategic interventions to support residents with a return to good health and ease pressure on the system more widely will be overseen the Strategic Commissioning Board (SCB).

8.11 Backing Bury businesses

8.11.1 The Council has developed a good knowledge of local businesses to understand key business sectors at-risk and particular businesses within them, in order that support can be targeted. In this context, the Bury Business Leadership Group and the Town Centre Recovery Boards will be key to developing local commercial strategies and support.

8.12 Working well

8.12.1 The Working Well suite of interventions are GMCA's flagship locally developed interventions, which puts multi-agency support around individuals to enable them to access and remain in work. The working well model follows three key principles of delivery:

- Personalised support, through a keyworker model, to enable people to tackle their personal barriers to employment and progression.
- Integration between the Working Well initiative and local services, to ensure individual complex needs are properly supported within and outside of the programme.

- Offering an “eco system” of work, health and skills to ensure multiple outcomes for individuals can be secured through a seamless and sequenced, tailored offer of support.

8.12.2 The Council and OCO will embed, promote and support funded activity that is further developed by the GMCA and partners to ensure all parts of the system are aware of funded support. This will ensure Bury’s leaders can further develop and embed joined up delivery across the system.

8.13 **Economic recovery strategy**

8.13.1 The Council has the benefit of recent economic analysis which was commissioned as part of Brexit preparations. This information will be used to inform an economic recovery plan which will be independently validated.

8.14 **Championing the borough’s key workers**

8.14.1 The Council has publically commended the work of hundreds of keyworkers across the borough for their personal contribution during the emergency. The gratitude that we must show this group is sincere and will continue. The Council and OCO will make the case to Government for investment in Health and Social Care to allow for high quality terms and conditions for key workers, in particular front line adult social care staff.

9.0 **EQUALITIES**

9.1 The pandemic and economic recession will both have a disproportionate impact on the most deprived communities and neighbourhoods, including where concentrations of Black, Asian and Minority Ethnic (BAME) combine with deprivation. The Public Health England report “disparities in the risk and outcomes of Covid-19 (June 2nd 2020)” provided emerging evidence that (BAME) communities are disproportionately affected by Covid-19.

9.2 In this context it is important that the Council and OCO takes action to:

- Protect BAME communities and other vulnerable groups during the current pandemic.
- Ensure that our organisations and culture is equality-proofed and provides the conditions for a diverse workforce and partnership to thrive.

9.3 Workforce risk assessments of staff across public services including schools and primary care have been undertaken to seek to reduce, avoid or eliminate risks identified.

9.4 An independent partner has been commissioned to undertake an equalities audit across both the Council and OCO to produce a strategy and outcomes framework, also taking into account actions which may be required as a result of the Public Health England report referred to in 9.1 above. The work will include engagement with BAME and other communities to inform the strategy. A report will be presented to the Strategic Commissioning Board, as a partnership deliverable and to take the opportunity of furthering system-wide partnership leadership on equalities.

- 9.5 Evidence is also emerging in relation to an increase in deprivation and in-work poverty – especially in those areas where life expectancy and healthy life expectancy are already negatively impacted. The Council and OCO have developed a vulnerability index, using the government’s definition of vulnerability.
- 9.6 The Council and OCO have already taken a number of actions to support economically vulnerable residents including:
- Additional £100k in the Bury Support Fund (hardship crisis) to expand the tax support relief
 - Provision of additional advice and support in relation to benefits.
 - Free school meals and roll-out of the national voucher scheme.
 - Additional £200k Welfare Fund to support increase in demand to support those experiencing in-work poverty or new economic hardship as a result of Covid-19.
- 9.7 Further actions within the ten point plan of immediate recovery priorities, as described in section 8 of this report are also being developed to support this cohort of people.

10.0 COUNCIL AND OTHER PUBLIC SERVICES

- 10.1 Business continuity plans have been reviewed in light of government guidance. All Council and OCO services will be resumed to operate as normal, on a Covid-19 secure basis, from August 2020 with the exception of the Civic Halls and Council events, which are subject to further planning.
- 10.2 Council staff will remain deployed from home as far as practicable, with a review in September, in line with the review of Council and Committee meeting arrangements.

11.0 COMMUNITY HUBS

- 11.1 Bury’s community emergency response to the pandemic continues. Five community Hubs were established very quickly in Ramsbottom, Prestwich, Radcliffe, Whitefield and Bury using 100 redeployed Council staff with a leadership team drawn from the Council and OCO. Bury Voluntary, Community and Faith Alliance (VCFA) supported by recruiting over 800 community volunteers, and a mobile phone app was launched to track all volunteering tasks. The app, built for free by Manchester company ANS, supported by Microsoft UK and the GMCA has been at the heart of the operation, ensuring that none of the thousands of tasks were misplaced. Repeat contacts with residents were recorded into a mini case management system, whose data can be added to the proposed system wide data engine room.
- 11.2 A dedicated Covid-19 phone line was established as part of the Contact Centre which became the virtual front door to the Community Hubs and onwards through specifically designed pathways to the wider system such as mental health, debt advice and befriending.

- 11.3 By 30th June 2020, the Hubs had responded to requests for support from 2587 people. The scope of work undertaken by the Hubs began with emergency food supply for shielded people, through the provision of free food boxes from the Government, thousands of shopping trips by Bury volunteers to shielded and non-shielded residents, organising priority supermarket delivery slots for people, setting up phone and card payment services with local shops through the Bury Directory as well as a response to hardship through support for Bury's food banks. The Hubs also delivered medication in partnership with local pharmacies, a befriending service in partnership with Age UK and access to services providing support with mental health, debt, benefits advice and employment advice. Each community Hub was partnered by a foodbank.
- 11.4 The role of the hubs is evolving from response to recovery. The Government announced new guidance for shielded people, with some relaxations from 6 July and then a pause in shielding at the end of July. In response:
- The VCFA is leading a piece of work to secure sustainable volunteering capacity.
 - Households which have been provided with food delivery support have been helped to secure a priority supermarket delivery slot.
 - The Council has started a discussion with the Local Pharmacy Committee to hand medication deliveries from hub volunteers back to the local pharmacies over the next 6 weeks.
 - A staggered transition of Council staff back to substantive roles is underway and residual resourcing arrangements being determined.
- 11.5 Plans are to be developed for a lessons learned event with voluntary sector colleagues over the summer and a voluntary sector led bid for funding has been developed to progress that. There will be a programme of thanks and recognition programme for the Hub volunteers and staff.

12.0 HEALTH AND CARE RECOVERY PLAN

- 12.1 Nationally, the NHS is in the process of planning to bring back some of the activity that was postponed during the immediate Covid-19 response. This includes screening activities in primary care and more routine levels of planned care in acute services. Both of these however, are more complex than pre Covid-19 due to the levels of infection, prevention and control (IPC) measures that need to be in place.
- 12.2 More locally, planning has continued including close liaison with the Northern Care Alliance over the type of activity that can be accommodated, what impact that has on out of hospital services, and what the levels of risk may be. Work is underway to bring back planned activity e.g. for cancer patients and other non-Covid-19 activity. Also planning is underway for winter pressures and risk of second wave of Covid-19.
- 12.3 Planning assumptions are currently that bed occupancy will be zoned and then capped at 80%, and that urgent care flows need to be reduced by a third to maintain social distancing.

- 12.4 Patients with the most urgent clinical needs are being prioritised and this does mean that a considerable number of patients may have to wait for up to 18 months for their surgical treatment. In order to manage this, discussions are planned with primary care to establish levels of patient need, on-going requirements for surgery and whether alternative treatments may be more suitable.
- 12.5 Significant work is underway to return primary care to business as usual ('back but better'). Key considerations are:
- How all cohorts of patients will receive primary medical services- those with Covid-19 type symptoms/isolating due to exposure to Covid-19; those shielding and everyone else.
 - How to build on the learning and new ways of working introduced since the start of the pandemic.
 - How to ensure consistency in the availability of services to the Bury registered patients.
 - Ensure that patient's views on service prioritisation and delivery models are built into the approach.
- 12.6 In addition, primary care will be a key interdependency for the majority of the health and care system recovery programme.
- 12.7 The Bury Health and Care system recovery plan is now in place. This is a key part of the Borough-wide recovery plan and aims to secure a shift in how we deliver health and care away from hospital care and towards integrated services in the community, prevention and early intervention; with the Council and OCO working with partners, particularly through the Local Care Organisation (LCO) to ensure delivery of improved and integrated community based health and care provision. The recovery plan also sets out the strategy to resume delivery capacity and manage the backlog of demand and enable residents who require both mental and physical rehabilitation support following the emergency to be supported back to health.
- 12.10 The seven priority programmes within the plan are:-
1. Planned Care: Focussed around 3 key areas of reforming elective care, out-patients and diagnostic processes.
 2. Urgent Care: Implementing a review of urgent care which has recently been approved by the SCB.
 3. Mental Health: Aligned to the Thriving in Bury strategic approach; coping and thriving, getting help, getting more help and risk management and crisis support
 4. Social Care: Creating sustainable and innovative social care services to support people living independently at home. Key work areas include modernising Learning Disability services, delivering excellence in social care, living well at home and supporting the providers of social care.
 5. Strategic Finance: develop a Bury system health and care financial plan and framework to support both financial and environmental sustainability in decision making to achieve shared strategic priorities and outcomes.
 6. Neighbourhood Integration: provide a sustainable, integrated approach to Bury people's needs at a neighbourhood level that focuses on early help, primary and secondary prevention and community development.
 7. Population Health: The Bury population health plan was approved in January 2020, giving the basis for key areas of development and

programmes of work, primary and secondary prevention of LTC, Adverse childhood experiences and mental wellbeing, health related behaviour change, starting well, Supportive relationships, social connections and community empowerment and health protection.

- 12.11 These programmes will be supported by 3 enabling workstreams, digital, workforce and estates.
- 12.12 Demand modelling nationally for health and care services suggests this will be a very challenging period, supporting service recovery, addressing a backlog (for example elective waiting lists) and moving in to the normal preparations for winter demand.
- 12.13 There is a strong focus on the recovery of the health and care system, but it will be recognised that supporting health and wellbeing is a core theme cutting across all nine of the other prioritised actions of this plan.

13.0 SCHOOLS, COLLEGES AND CHILDREN'S SERVICES

- 13.1 The schools and early years services in Bury have and continue to remain open. The children of critical workers and vulnerable children continue to attend their local school or early years setting; and we are supporting a progressive and measured increase in their numbers.
- 13.2 Children with more complex special educational needs continue to attend special schools commensurate with the shielding regimes which have been put in place, with the support of the health teams; this to protect our most clinically vulnerable of our pupils.
- 13.3 Both our local colleges are admitting students; using appropriate risk assessments.
- 13.4 Each school and early years setting has a robust risk assessment to support its professional decisions on receiving pupils, its site management, protection of staff and site users with a particular focus on shielding and the position of BAME staff who each require an individual risk assessment. There is a continuing focus on effective hygiene, appropriate cleaning and deep cleaning arrangements.
- 13.5 Trust and Confidence: parents, carers staff and other school users will understandably want to be assured that we have in place systematic and rigorous measures to ensure health, safety and well-being. We have embedded our responses to this challenge in the detailed Bury Children's Services Recovery Plan. This plan covers the full range of Children's Services functions including Early Years, Early Help, Education (including SEND) and Social Care. It also covers the wider factors which need consideration, including Physical and Mental Health, Workforce Development, Quality Assurance and Practice Improvement.
- 13.6 Children's Services are aware that there are additional risks and vulnerabilities facing our families over the summer holidays and therefore this year we have taken on a greater co-ordination role in respect of activities available to ensure information is provided and directed to our more vulnerable families as well as supporting access. For families that have a Social Worker or Early Help worker, we will be monitoring their engagement in the activities available to encourage and ensure our more vulnerable children are receiving the daily

stimulation and activity they need to mitigate the risks we know are present for them in terms of their education and development. In addition we have also agreed some dedicated time from our Youth and Locality Early Help Services to deliver activities which we will specifically support our families to engage in.

- 13.7 A process to reset the Education Service has been developed to recover the learning, skills and life opportunities for our children and young people. Whilst some children have flourished during the Covid-19 pandemic lockdown, others, including our most vulnerable children (those Children who have an allocated social worker, those children who are looked after by the local authority, those children in receipt of free school meals or in receipt of and Education, Health and Care Plans (EHCP)) will have lost valuable learning and unless we focus sharply on their needs, will have significantly constrained life chances.
- 13.8 Over the medium term, for at least the next academic year, the following activity is proposed:
- School and early years setting based strategies for pupil well-being and recovery of learning; each school, early years setting, locality hub and the PRU are developing its own approach to assessing the needs of all pupils, including identification of those who have become newly vulnerable. In responding to those needs, support is available through the Local Authority, Multi Academy Trusts and Dioceses. This will include support from a range of LA services across Education and Inclusion and links with health partners in addition to safeguarding.
 - Support from the Local Authority and the Bury Teaching Schools Alliance, with additional regional HMI support is focused on key priorities; three cross-service themes have been identified as being critical in resetting an effective service delivery. The three themes link to recovery learning with a focus on specific vulnerable groups (children who are transitioning from one education establishment to another, children with SEND, the newly vulnerable and children who have fallen further behind in their learning than their peers). The three themes are School Readiness, the recovery curriculum and strengthening the impact of support for SEND and inclusion. Up to the end of August 2020, HMI will support and challenge LA Officers in the implementation and evaluation of the LA's Covid-19 recovery plan.
 - The National Covid-19 Catch Up one-off funding grant, to primary and secondary schools, will be available during the next academic year to support 'catch up' due to lost teaching time. Headteachers will be able to use this funding flexibly against need however, there is an expectation that this will include one to one and small group tuition. The scheme recognises that all children and young people will have lost time in education as a result of the pandemic. This means that additional support can be provided both to disadvantaged pupils and more widely to address gaps in learning and so raise attainment.
 - Local deployment of the National Tutoring Programme. This innovative partnership with the Sutton Trust, the Education Endowment Foundation and other partners, offers access to high quality individual tuition for some of the most disadvantaged pupils through approved and accredited Coaches and Tutors. This is a centrally funded subsidised programme for

the 2020/21 academic year with legacy activity in 2021/22.

14.0 BURY 2030

- 14.1 Reviewing the Borough's overarching long term strategy and narrative will be a crucial part of the forward planning work. Prior to Covid-19, work had started to develop a new ten-year strategy for Bury – Bury 2030. Bury was set to make a name for itself by developing a plan to become the first post-industrial northern place to achieve higher than national rates of growth with lower the national levels of relative deprivation. The budget set at Council in February 2020 included ambitious investments to further this work including in carbon neutral, town centres, public service reform and internal transformation of the Council.
- 14.2 The Council's ambitions are not diminished but it must be acknowledged that Covid-19 has completely changed the context and potentially extended delivery timescales and challenge.
- 14.3 The Building Back Better phase of the emergency recovery will therefore be addressed within the wider Bury 2030 strategy which will include a period of community consultation which remains scheduled for autumn 2020.
- 14.4 Five emerging design principles, from which priorities may be identified and resourced, will guide activity over the next period:-
1. **Green** i.e. celebrating the beauty of the borough and a commitment to eco-leadership.
 2. **Digital** first.
 3. **Local** to acknowledge the strong feedback from our communities that they identify as townships and/or communities of interest, not necessarily borough-wide. The Council is responding to this through the creation of a neighbourhood model.
 4. **Healthy** to reflect the strength of partnership between health and other public services in the borough and the commitment to improving health outcomes across the borough.
 5. **Economically** recovered. A guiding principles throughout the strategy will be to facilitate economic recovery as well as longer term growth, in the context of the pandemic and profound impact across resident's livelihoods.
- 14.5 The strategy has been developed across the five themes of the Local Industrial Strategy and within each theme two priorities for the two years ahead:
- People
 - Health
 - Neighbourhoods
 - Place
 - Carbon neutral
 - Regeneration
 - Ideas
 - Culture
 - Recovery
 - Infrastructure

- Housing
- Transport
- Business Environment
 - Education and skills
 - Inclusive business growth

14.6 The neighbourhood model will be central to delivering Bury 2030. Partners have agreed to organise place-based services across each of the current 5 neighbourhood footprints:

- Bury East
- Radcliffe
- Whitefield
- Ramsbottom
- Prestwich

14.7 Within each neighbourhood there will be 3 separate but unified teams including Community Hubs, which are designed to be the 'front door' for community engagement with public services the default "place" where people think to engage, on both a digital and physical basis. Behind Community Hubs are the specialist public services which provide targeted support on a risk stratified basis: Integrated Health and Care Team, providing active case management and all-age early help dealing with children's social care and schools and adults where public services meet to integrate services at a case management level. In support of the neighbourhoods an overarching data warehouse will capture trends/evaluation/inform risk stratification.

15.0 THE GREATER MANCHESTER (GM) RECOVERY PLAN

15.1 The GM Recovery Coordination Group has developed a GM Recovery Strategy, with one key aim: "To support the Greater Manchester City Region, including its communities, businesses and public services, to recover following Covid-19. As well as addressing adverse impacts, this will involve striving to build back better, including by developing a fairer, greener society, with better health outcomes and a faster growing economy."

15.2 The GM recovery plan comprises 13 thematic plans, which are being developed for

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|---|-----------------------------------|
| • Children, young people and families | • Crime and disorder |
| • Thriving and productive economy | • Public sector finance |
| • Transport connectivity and infrastructure | • Digital |
| • Place making | • Environment |
| • Communities and support services | • Response debrief and evaluation |
| • Health and Wellbeing | • Communications |
| | • Legal |

15.3 As part of the recovery planning work, GM needs to ensure that the groups undertaking recovery work include representation from all aspects of GM life, including communities and places, public, private, voluntary, community, faith and social enterprise sectors and unions. This will be important to ensure a true 'co-development' of Building Back Better.

16.0 CONCLUSION

16.1 The Cabinet will continue to be kept up to date with developments as this situation is expected to continue to evolve.

List of Background Papers:-

10 June 2020 Cabinet report.

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