



**Melton
Borough
Council**

Scrutiny 23.06.20
Recovery Plan

Recovery Context

- Major incident since mid-March
- Response phase:
 - Some services suspended/scaled back
 - Redefined organisational working
 - Community Support Hub established
 - Business Support Hub established
 - Remote meetings implemented
- Ongoing but now working on recovery phase too



Recovery and the Corporate Strategy

- Approved February 2020
- Long term strategic intent
- Priorities established through wide engagement
- Recovery provides opportunity to review Covid-19 impacts and consider any refinements to our strategic focus.



Existing priorities - framework for review

Helping People

1. Service Excellence in all we do
2. High quality council homes & landlord services

Shaping Places

3. Delivering sustainable and inclusive growth
4. Protect our climate and natural environment

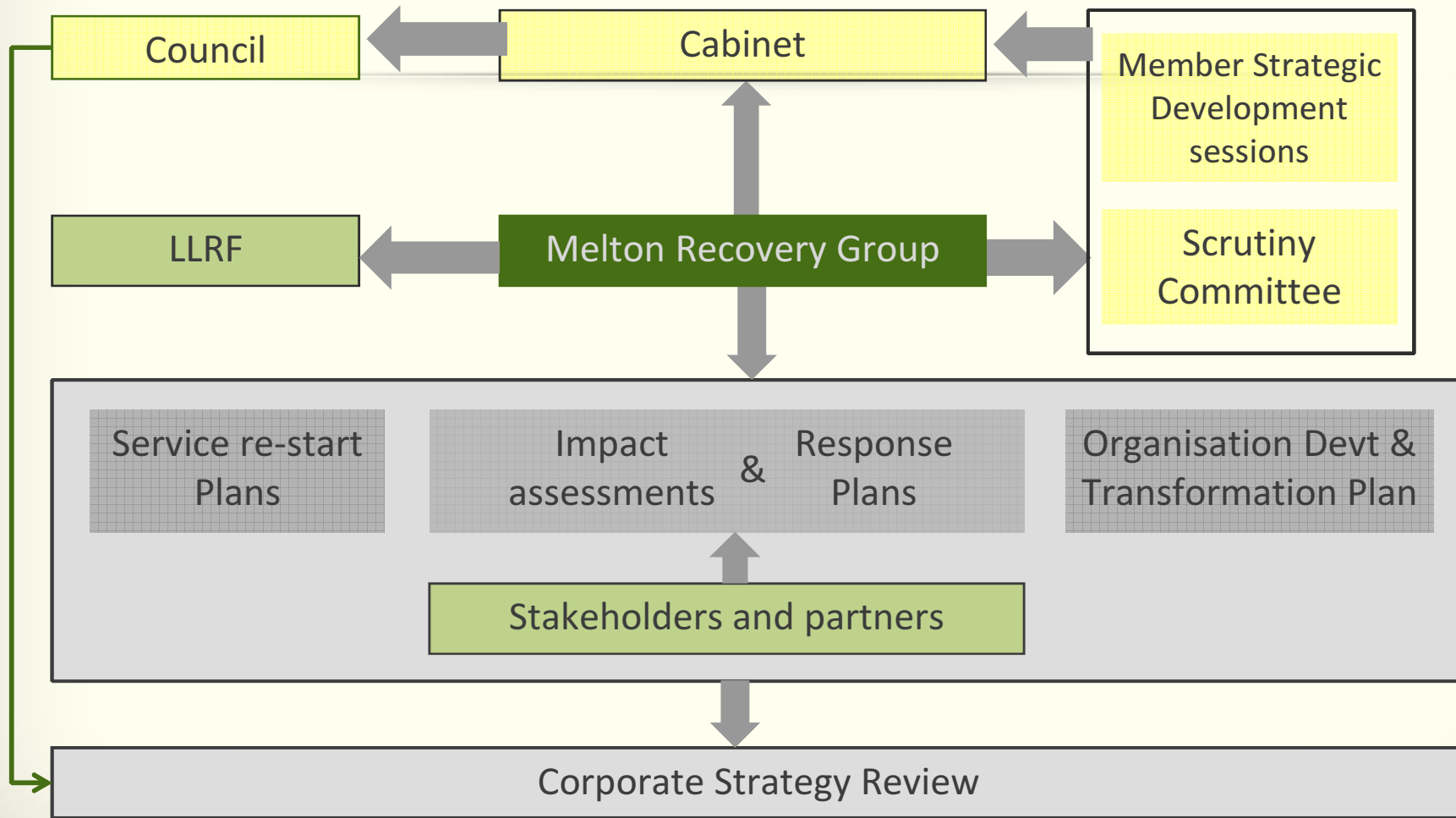
Great Council

5. Right conditions to support delivery
6. Led by and connected to our Communities



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Introduction to recovery



Governance structure



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Introduction to recovery

- 1. Service re-start-** Responding to Government guidance as lockdown restrictions are eased; such as:
 - Housing repairs
 - Parkside reception
 - Car parking enforcement
 - Community centres, Phoenix house, Leisure centres
 - Enforcement, licencing and other regulatory functions
- 2. Identifying and assessing impacts on:**
 - Place, Town Centre and Economy
 - Environment and Infrastructure
 - People and Communities

Immediate recovery actions



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Introduction to recovery

3. Develop Response Plans:

- **Retail** (15th June) & **hospitality** opening (4th July)
- Supporting businesses/visitors-social distancing/PH measures
- Easing enforcement to support businesses to open
- Multi-agency, partnership approach
- **Wider impacts – for discussion today**

4. Organisation and service delivery:

- Assess impact -finances, workforce, governance, reputation
- Consider this as an opportunity for transformation
- Harness the change to achieve effectiveness and efficiency
- Make the most of the digital transformation

Assessing long term impact



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Financial Impacts of Covid-19

£000

Expenditure

Actual and Committed	151
Forecast	<u>508</u>
Total forecast Expenditure to 31.3.21	659

Reduced Income

Actual Lost Income	242
Additional Forecast Lost Income	473 to 801
Savings Lost	58
Overall Direct Impact	1,432 to 1,760
Government Funding	-530
Unfinanced Impact	902 to 1,230
Available Unallocated Reserves	1,530

Indirect Impact

Bad Debts - Ctax, business rates, commercial income

Lower Growth - council tax, business rates,

Reduced capital values affecting land and property values, future investments



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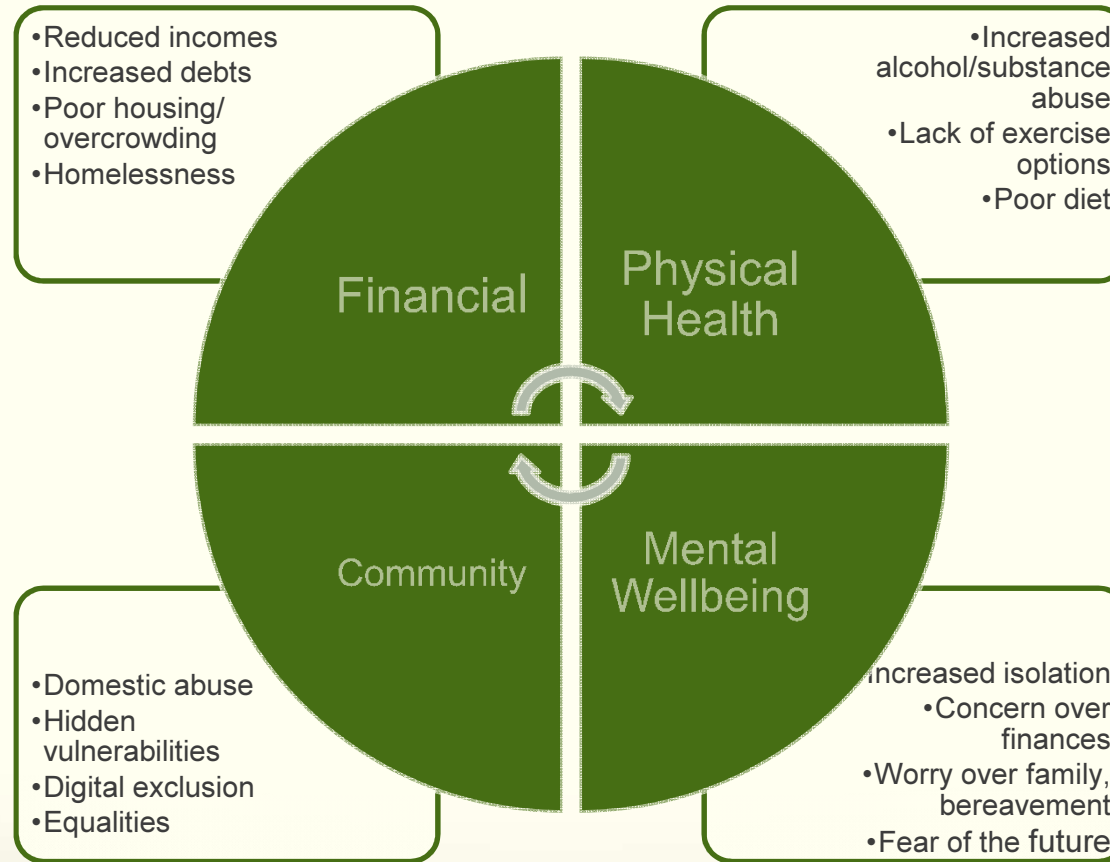


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Helping People (Priority 1 and 2)

Impact on People and Communities

How have people been affected?



Helping People to Recover – Financial

Job losses/reduced income/increased debts	Support self-employment? Council tenants have right to operate a business from home with permission. Council Tax recovery - firm but fair. What skills will be needed in Melton in the future?
Increased reliance on Benefits and financial exclusion increases e.g. payday loans	Understanding barriers and increasing options. Credit Union role.
Increased rent/mortgage arrears	Possession action embargo until August for renters, October for mortgagees. Increased demand for temporary accommodation and homelessness approaches?
Homelessness	Increased temporary accommodation demand and homelessness presentations



Helping People to Recover – Physical Health & Mental Wellbeing

Increased isolation	Older persons, people with disabilities, single parents more affected? Also access to transport and rural isolation. Potential for people to appreciate and support local social activities to a much greater extent than before.
Concern over finances	Link to Finance Theme
Worry over relatives/children/bereavement/fear of infection	There are over 600 individuals in the Borough who were placed in the “Shielded” group
Increased alcohol/substance abuse	Emerging evidence of increased alcohol consumption
Poor diet	33.8% of people report basics such as food and medicine have been affected
Lack of exercise options	Around 21% of people are reporting their wellbeing is negatively impacted because they cannot exercise as normal



Helping People to Recover – Community

Increased domestic abuse	The Refuge helpline is the national telephone support for victims of domestic abuse. They report a 50% increase in calls during the crisis.
Hidden vulnerabilities - e.g. children, older people	According to the LGA, child protection referrals have plummeted by 50% since early April when schools closed. It is predicted that the impact on some children could be significant as a result of neglect and abuse encountered as a result of the increased time spent with poor role models.
Increased alcohol/substance misuse leading to ASB	Some evidence County Lines activity impacted by lock down
Digital exclusion - from home working, accessing services	Older persons & rural communities most affected. Matching redundant IT kit with those that would benefit could assist.
Equalities	BAME communities disproportionately affected by Covid19
Poorer housing conditions/overcrowding	Link to Place Recovery, green agenda, private housing standards, new housing supply. MBC Housing Improvement Plan continuing.



Helping People to Recover – Our response

- ✓ Direct intervention – the Community Hub PLUS
A new way of working in an integrated way with other services. Refine and reinvigorate our support offer to individuals – money advice services, supporting people back into work
- ✓ Work with partners better than ever before
The interaction with Parish Councils and locally based community groups has enabled the Council to provide community leadership in a highly visible way
- ✓ Consider accelerating digital access to services
- ✓ Continued leisure offer and enhance support services in relation to health and mental wellbeing
- ✓ Consider adoption of MBC Domestic Abuse Policy
- ✓ Continue the MBC Housing Improvement Plan and manage the repairs backlog
- ✓ Increase awareness of safeguarding - internal and external
- ✓ Engagement with the Private Rented Sector – what can we offer?

For discussion- Our Response



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Scrutiny Discussion

Impact on People and Communities

Helping People to Recover – Engagement

There has been a great response to the crisis from volunteers and local community groups. We are engaging with partners at an operational and strategic level with focus both on the here-and-now, and longer-term outcomes.

- Scrutiny Committee & All member sessions booked in
- People Board partners workshop – more than 30 partners invited to a session on 24 June 2020.
- Working groups with specific partners to follow

Engagement plan & next steps



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**Shaping Places (Priority 3 and 4)
Impact on Place, Economy, Environment
and Infrastructure**

Most affected sectors & groups



Key impact- economy (6500 jobs furloughed)



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Shaping Places in Recovery – Town Centre

- Melton has 500 businesses within the Town Centre BID area
- 3000 jobs in wholesale and retail trade (15% of the workforce)
- Footfall was going down prior to COVID-19
- Average dwell time last year was 5-30 mins
- Vacancy rate had slightly increased
- Quality of shops had declined
- ATCM survey has identified that:
 - People will spend less time in shops
 - More people will use outside markets and street caterers
 - Increased importance of town centre as a social place for people to meet, get together and experience quality environment with leisure and food related places

Key impact- Town Centre



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Shaping Places in Recovery – Tourism

- Tourism, hospitality and leisure - worst hit sectors
- 1500 jobs in Melton in Accommodation and Food Service Activities, representing 7.5% of the workforce
- LPL research has identified that:
 - Budget hotels and small hotel operators are struggling
 - Large destinations will struggle to achieve their maximum income potential while maintaining social distancing
 - Government support has helped food and drink sector
- Projected growth in domestic tourism due to restrictions on international travel
- Potential increase in 'green' tourism and 'staying local' trends

Key impact- Tourism & Leisure



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Shaping Places in Recovery – Other sectors

- Housing market
 - Rent arrears, panic disposals, reduced house prices
- Office market
 - Working from home being the ‘new normal’; over-supply of vacant office spaces
- Rural farming and agriculture
 - Positive local initiatives by farmers
 - Dairy farmers in supply chain for coffee shops hit badly
- Food production
 - Availability of PPE for specialist production is an issue
 - Product lines changed to suit the new trends and demands
- Businesses not getting any support- gap to address

Key impact- Other sectors



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Shaping Places in Recovery - Environment

- Increases in fly-tipping and burning of waste
- Pause in the Climate Emergency agenda work
- Improved air quality, increase in walking and cycling: how can this be sustained?
- Uncertainty in the construction industry resulting in stalled and delayed development and their contribution to infrastructure and its funding
- S106 'concessions' and renegotiations?
- Supply of materials and social distancing measures- difficult to manage
- Work on MMDR progressing

Key impact- Environment & Infrastructure



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Shaping Places in Recovery – Our response

- Continue work on housing company and acquire homes to support private rented sector
- Review the use of Parkside to support start-ups and entrepreneurialism- business hub?
- Support farm diversification and ‘local shopping’ trends
- Re-launch the support for rural pubs, B&Bs and local attractions
- Conversion and diversification of small hotels premises
- Promote place branding and re-visit destination mgmt plan
- Specialist business support for food production businesses through BRP funding
- Town centre- High street task force support measures
- Re-start climate emergency work

For discussion - Our Response



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Scrutiny Discussion

**Impact on Place, Economy, Environment
and Infrastructure**

Shaping Places in Recovery – Engagement

- Scrutiny committee discussion this evening
- All members session (July) - visioning exercise
- Place Board partners workshop
 - town centre
 - rural areas
- Webinar sessions with specific sectors
- Funding bid- High Street task force support?

Engagement plan & next steps



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Great Council (Priority 5 and 6)

**Impact on our finances, workforce,
governance, and outlook**

Great Council - Impact on Finances & Workforce

- Future financial sustainability affected with reduced income, increased cost pressures, reduced growth, increased debt. Reserves depleted. Capital asset values reduced.
- Increased debts due to financial hardship and reduced enforcement
- Increased reliance on IT due to the need to home work and this has shown that there is an increased need for high performing IT infrastructure that meets changed needs
- Staff health and wellbeing may be reduced due to less contact with the wider organisation, annual leave not being taken and personal circumstances adding pressures to their working environment
- Staff members have undertaken roles that they would not previously have undertaken

Key impact- Great Council



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Great Council - Impact on Governance & Outlook

- Meetings in person no longer able to take place and introduction of remote meetings
- Increased interest and access to democracy
- Need for agile and quick decision making even more prevalent
- More reliance from communities on the Council, Parish Councils and partners as community leaders
- Increased community power and community led approach
- Increased community and stakeholder engagement with the Council



Great Council – Our response

- ✓ Reassess the impact on the Council's Medium Term Financial Plan
- ✓ Continue to lobby and press the case for government funding
- ✓ Look at what savings can be made to mitigate the impact on the council's finances.
- ✓ Undertake staff consultation and refresh the workforce strategy
- ✓ Consider the future technology needs of the workforce to meet the changed ways of working
- ✓ Utilise the debt management policy to maximise debt recovery whilst supporting those affected by hardship
- ✓ Exploit the opportunity for transformational change
- ✓ Consider different consultative tools
- ✓ Continue to make public access to democracy digitally accessible through new audio and visual equipment, podcasts and face-book sessions
- ✓ Use our enhanced relationships with the community and Parish Councils to facilitate community led engagement
- ✓ Facilitate our communities working together to solve the issues that are important to them
- ✓ Potential for increased use of property by community

For discussion - Our Response



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Scrutiny Discussion

**Impact on our finances, workforce,
governance, and outlook**

Great Council– Engagement

- Scrutiny committee discussion this evening
- All members session (July)
- Strategic leadership meetings and Portfolio Holder meetings
- Staff consultation – survey to go out shortly
- Procurement and implementation of engagement software tool
- Introduction of Community Forums/workshops
- Improved stakeholder mapping
- Parish Council Forums?
- Facilitation workshop with key community leaders to better understand how the pandemic has affected communities and explore how they want to influence decisions within their neighbourhoods (July)

Engagement plan & next steps



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