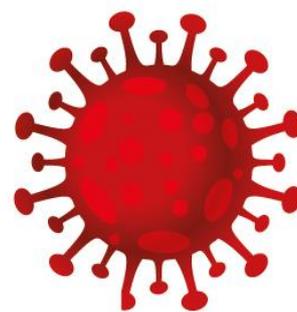


# THE 3 R'S TO RECOVERY



Buckinghamshire framework  
for place based recovery  
from Covid - 19



June 2020

## Background

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Recovery is defined as the “Process of rebuilding, restoring and rehabilitating the community following an emergency or disaster, continuing until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met”. It is a co-ordinated process of supporting affected communities in the reconstruction of the economic and social infrastructure and restoration of emotional, social, economic and physical well-being. Recovery in this case will need to enable people to develop a new ‘normal’ state until the risk of further Covid-19 outbreaks is mitigated. However unlike with a traditional disaster, the Coronavirus situation will not have an easily defined move from the emergency response phase into recovery phase.

As the UK emerges from the first peak of cases and deaths from Covid-19 it is beginning to take the first cautious steps towards easing the lockdown and towards recovery. However, it will be several months before all services and activities are fully opened up again. This crisis has impacted on every section of our society and the process of recovery will take years rather than weeks or months.

Early findings and lessons from the first few weeks of the crisis and response are as follows:

- The economic consequences are severe – the OBR anticipates a 35% fall in GDP in Q2 if lockdown continues through June. Unemployment is expected to rise by 2 million to 10%. Lower paid sectors tend to be harder hit by lockdown (from IFS estimates).
  - Education and learning has been affected with the loss of up to 5 months teaching. Educational disparities are also anticipated to grow as disadvantaged pupils have fewer learning opportunities outside school.
  - Lockdown will also have longer term health impacts. Non-Covid visits to GPs and daily hospital visits for illnesses such as heart disease have seen sharp drops. New and existing mental health challenges will have lasting effects as people deal with bereavement, the effects of social isolation and financial and other economic pressures.
  - Communities and individuals have demonstrated high levels of social capital through volunteering and support for others.
  - Organisations and individuals have transformed the way that they work – achieving change in a few weeks that might have taken years to achieve.
  - New and stronger alliances have been formed that have focused on the task at hand.
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# Recovery Planning in Buckinghamshire – A Place Based Approach

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On 11 May 2020 the Government published 'Our plan to rebuild': the UK Government's COVID-19 recovery strategy. The Government's aim at the centre of that plan was to return to life as close to normal as possible, for as many people across the UK as possible, as fast and fairly as possible; in a way that avoids a new epidemic, minimises lives lost and maximises health, economic and social outcomes.

The Local Resilience Forums have co-ordinated the emergency response to the Covid-19 crisis at a regional level. In Thames Valley, the TVLRF has identified common strategic priorities for recovery and will play a coordinating role in providing progress information to government. However, delivery plans will be developed and led at the place level (Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes).

Organisations and partnerships, however large or small, will all have individual or sector-based recovery plans. Some will be focused solely on the individual organisation (e.g. local business), others will have a strong national template (NHS) and a few will look both internally at the organisation and externally in their role as a system coordinator and community leader (e.g. the council). It is likely that for some organisations, particularly those that have been hit hardest by the crisis, their focus will be on their immediate survival, rather than the indirect or longer-term consequences.

Taking a place based approach to recovery at a Buckinghamshire level enables us to build on the existing networks and partnerships, strengthen those arrangements that have been set up during the response phase, establish new networks or forums where there are gaps, in a way that will benefit the county in the future and capitalise on the willingness of communities and groups to identify and respond to local issues.

The place-based approach will identify the themes, dependencies and interdependencies to maximise outcomes for Buckinghamshire.

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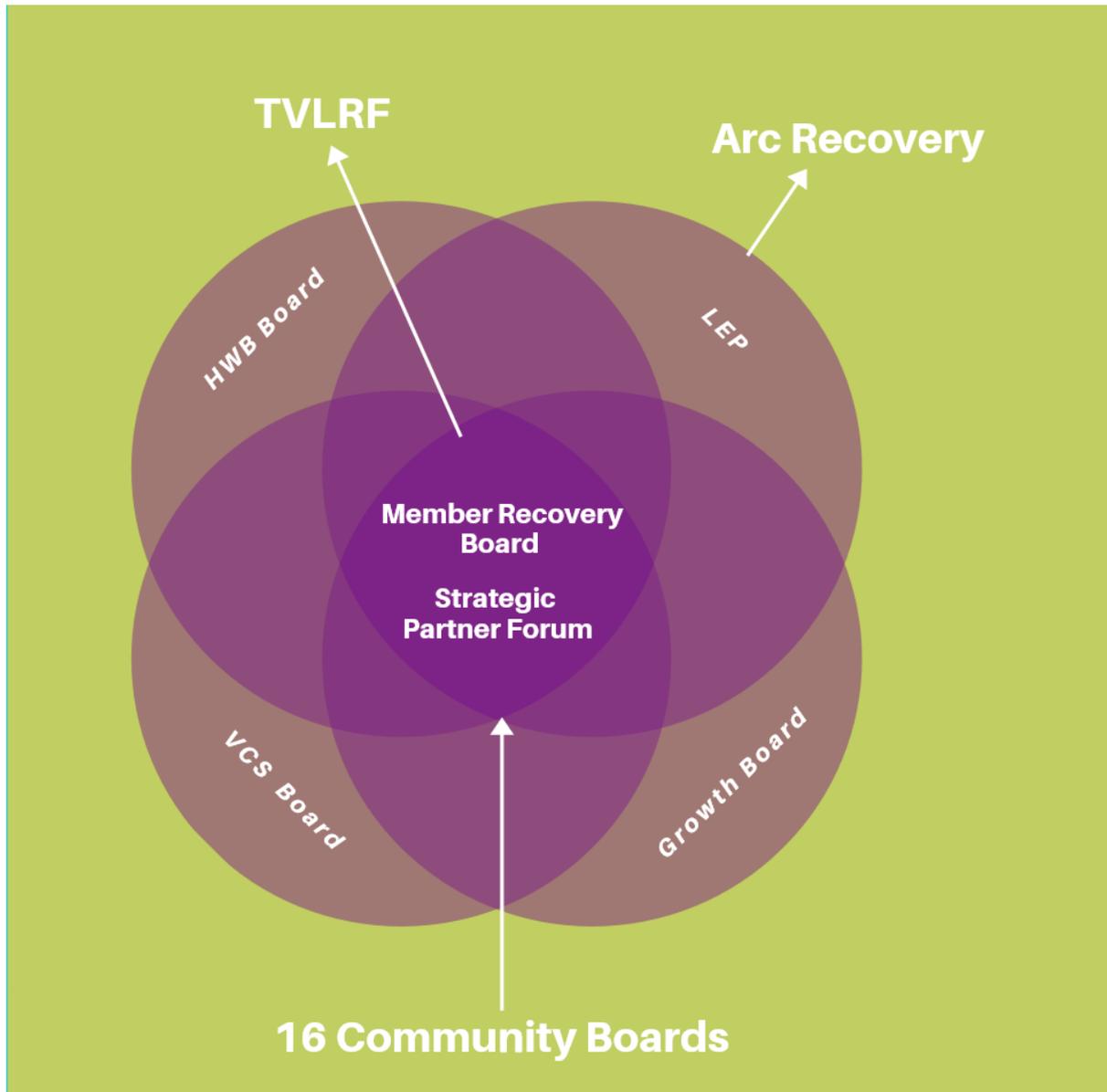
## Place Based Governance

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There are already multiple levels of national and regional governance around recovery plans and there is a danger that organisations could be engulfed by bureaucracy and governance. Place based governance should be proportionate and utilise existing structures, with new arrangements only established where there are gaps and there is a benefit in bringing people together.

The model for recovery in Buckinghamshire is set out at model 1 below:

**Diagram 1 – Recovery Model for Buckinghamshire**



Appendix 1 sets out the membership of each of these partnerships.

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## **Roles and Responsibilities**

### ***1) Member Recovery Board***

As part of the national infection control plans, we are required to establish a 'Member Led Engagement Board'. In order to avoid duplication, this Board will also take on the role of leading the delivery of the Buckinghamshire Recovery Framework, and providing political oversight. Core Membership includes Council portfolio holders, with partners joining the meeting according to the agenda items.

### ***2) Strategic Partner Forum***

The purpose of this Forum is to bring together leaders from the private, public and voluntary sectors to share information and understand dependencies. It is a forum for debate and problem solving. This forum was established in January this year and reconvened in July.

### ***3) Thames Valley Local Resilience Forum***

The LRF provides a forum for sharing best practice and coordinates information about activities across the Thames Valley, in order to inform Government about progress.

### ***4) Community Boards***

The 16 Community Boards provide a key mechanism for local engagement, coordination and action across Buckinghamshire. Each Community Board will have a recovery sub-group focused on driving local action, alongside local partners.

### ***5) Thematic Boards***

Four key partnerships across the County have been identified as playing a leading role in shaping and delivering against social, economic and environmental priorities for Buckinghamshire. The partnerships are as follows:

- Health & Wellbeing Board
- Voluntary and Community Partnership
- Growth Board
- Local Enterprise Partnership

The lead Council Portfolio Holder for each of these partnerships sits on the Member Recovery Board.

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# The 3 Rs Approach to Recovery

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Buckinghamshire is adopting a '3 Rs' approach to Recovery:

- 1. Reset** – At the present time, it is clear that recovery will be to a new normal. Although there have been many difficult and disruptive consequences to the crisis, there have also been changes to the way that individuals and organisations work, live and play that have brought benefits. Some of these were accelerations to existing transformation plans and others were borne out of necessity. Whilst we are all still operating in this period of change it gives an opportunity to reimagine and reform our previous thinking and embed the opportunities into future designs. For Buckinghamshire, this is aligned to the work we are doing to restructure the Council and improve services.
- 2. Resilience** – any recovery in the short to mid-term will require us to learn to live with Covid-19 and be able to respond to increases and decreases in infection rates. This will affect everybody – both in work and social lives. Many people will have also been personally and collectively impacted by the crisis. Our staff who have been fully deployed will need time to recharge and recover, individuals who have lost friends and family will need time to grieve and many will be affected by mental health.
- 3. Restoration** – as the crisis took hold many parts of society were effectively put on hold and will need to restart at an appropriate time and in an appropriate way. However, whilst the activity might have paused, the requirement for it did not always stop and in fact in some settings (for example health) might have been aggravated. Planning an orderly restoration which understands the complexity of the whole system will be essential, whilst also taking the opportunity to reset the new operating model and build resilience into our system and people.

# Principles for Place based Recovery in Buckinghamshire

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Alignment across an agreed set of principles will ensure that any dependencies and interdependencies are managed in the best interests of the wider system and those that it serves. Building on the principles of individual organisations and sectors, principles for Buckinghamshire are:

- **Sharing information and resources** – to ensure that individuals, communities and organisations provide, and access, appropriate information, specialist services and resources.
  - **Using an inclusive and multi-disciplinary approach** - to identify the themes, dependencies and interdependencies to maximise outcomes for Buckinghamshire.
  - **Listen to individuals, communities and businesses** – to recognise the changing needs of affected individuals, families and groups within the population over time.
  - **Work with communities** – to ensure the active participation of the affected communities and a strong reliance on local capacities and expertise.
  - **Well-being at the core** – ensuring that all agencies involved in wellbeing and social support are engaged in decision-making
  - **Equity and fairness for all** - to ensure that no individual, community or organisation is unfairly disadvantaged as a result of recovery actions.
  - **Exploit opportunities arising from the pandemic** – to encourage and retain transformational improvements where appropriate (for example “Digital by Default”).
  - **Be agile and innovative** - we will be light on bureaucracy and tight on delivery.
  - **Learn from others** – to exploit opportunities to embed good practice.
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# Plans & Priority Areas for Recovery

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The TVLRF has identified 4 strategic priority areas:

## **1. Health and Wellbeing Impact**

- a. Assistance for those who have either had the virus and are recovering or those who have lost someone to the virus.
- b. Emotional support for the whole population who have been affected by significant disruption to their lives and may react to the threat of the pandemic or future pandemics in challenging ways.

## **2. Direct Hardship Impact**

- a. Assistance for those who have lost their livelihood and potentially homes, relationships and more because of the global pandemic.
- b. Support for learners and recent leavers who need educational and career support to move to the next stage of their life.
- c. Memorials and other marks of respect

## **3. Structural Economic Impact**

- a. Support for business and the Government to re-establish economic activity and an appropriate fiscal environment.
- b. Detailed assessments of impact across sectors and places, retraining and funding to assist restructuring.
- c. Apprenticeship support and job brokering (if required).
- d. Business advice and counselling.

## **4. Building resilience and seizing the positives**

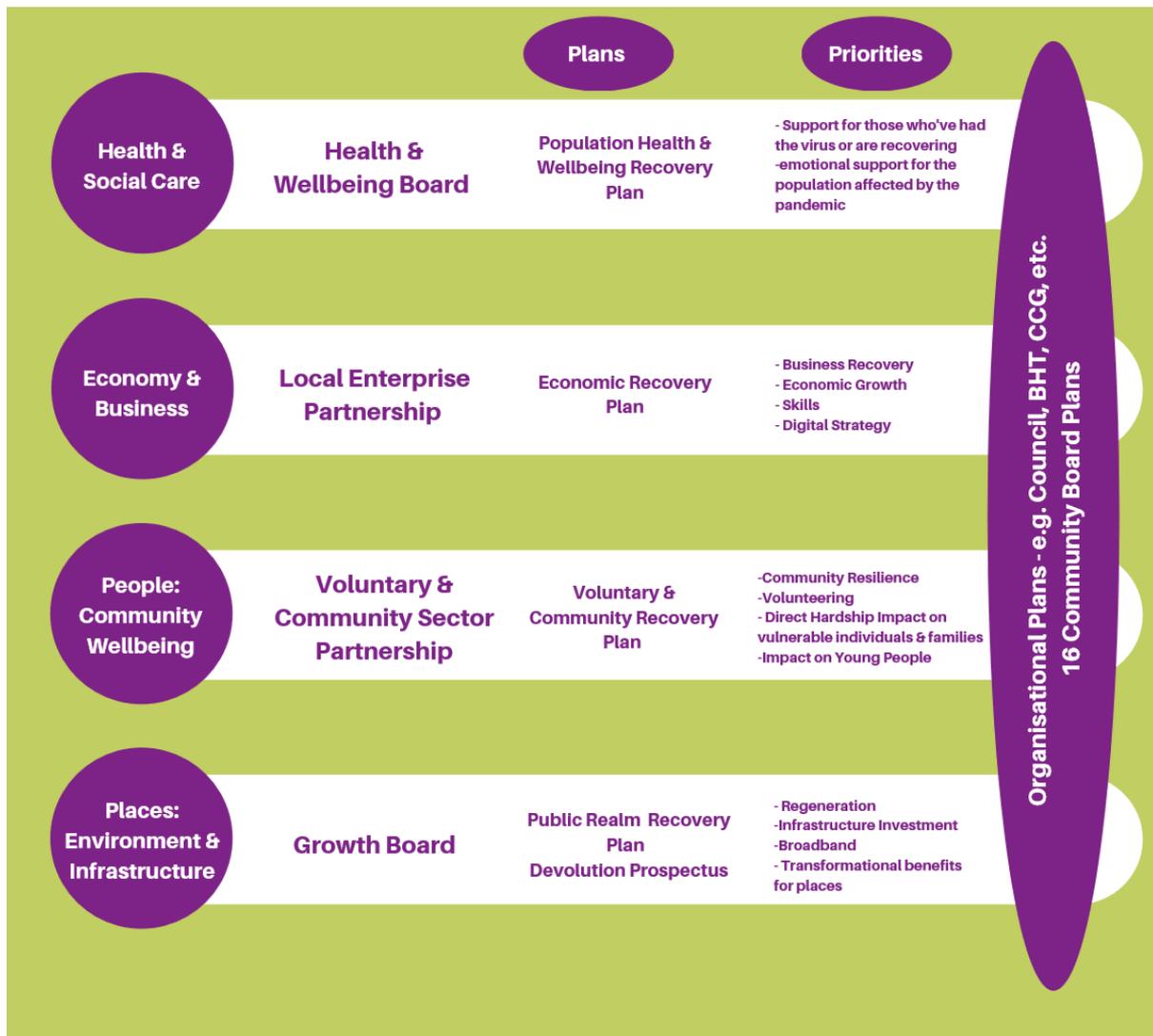
- a. Future resilience to epidemic or pandemic viruses.
- b. Do we want services operating how they were, or do we want to recommission to new standards and behaviours?
- c. What changes to service, operations, behaviours and legislation are required to maintain low virus transmission rates and public safety?
- d. Pick up and cherish the transformational benefits of the behaviours demonstrated during the pandemic.
- e. Carbon Reduction/Air Quality/Less commuting
- f. NHS and other key worker recruitment
- g. Community Action/Volunteering

Within Buckinghamshire, each of these priorities have been aligned to relevant partnerships.

The following diagram provides an initial view about the alignment of emerging priorities and recovery plans to the 4 thematic partnerships. It also reflects the fact that individual organisations will have their own separate recovery plans which overlap the partnership plans.

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**Diagram 2 – Thematic Partnerships – Plans & Priorities**



Each partnership will have its own supporting structures in relation to recovery, as well as regional and national networks. These relationships are set out at Appendix 2.

## Next Steps

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### Understanding Impact

To support recovery planning, work is taking place to understand the impact of Covid through surveys, engagement, analysis of key data sources and horizon scanning. These impact assessments will collectively inform the development of the thematic recovery plans.

The key areas of work taking place include:

#### **Economic Evidence Base**

A review by the LEP of the evidence base developed for the local industrial strategy.

#### **Public Health Impact Assessment**

A health and inequality impact assessment using local qualitative and descriptive information to identify negative and positive potential impacts on 4 key areas- services, people, environment and economy and any inequalities within these areas. This includes a population survey.

#### **Community Impact Assessment**

A desk-based exercise focused on collating the risks and opportunities identified by partners in Buckinghamshire. This will be used to inform the TVLRF level impact assessment.

#### **NHS Model for Service Delivery**

Engagement activities to understand the impact of different ways of delivering health services on individuals and communities.

### Developing Plans

Detailed recovery plans are under development for each of the four themes as follows:

<b>Thematic Recovery Plans</b>	<b>Lead</b>	<b>Timescale</b>
Population Health & Recovery Plan	Jane O'Grady	September 2020
Economic Recovery Plan	Richard Harrington	September 2020
Voluntary & Community Plan	Claire Hawkes	September 2020
Public Realm Recovery Plan	Richard Barker	September 2020
Devolution Prospectus	Sarah Ashmead	September 2020

In addition, the 16 Community Boards will be developing their area action plans by September.

A set of key indicators will be developed to enable the Recovery Board and the Strategic Partners Forum to understand our collective progress.

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## **Appendix 1 – Partnerships**

### **Member Recovery Board**

- Martin Tett - Leader, Buckinghamshire Council
- Anita Cranmer - Cabinet Member for Education and Skills, Buckinghamshire Council
- Angela Macpherson – Deputy Leader & Cabinet Member for Adult Social Care, Buckinghamshire Council
- Mark Shaw - Cabinet Members for Children’s Services, Buckinghamshire Council
- Gareth Williams - Cabinet Member for Communities and Public Health, Buckinghamshire Council
- Katrina Wood – Deputy Leader & Cabinet Member for Resources, Buckinghamshire Council

### **Strategic Partner Forum**

- Martin Tett – Leader, Buckinghamshire Council
- Rachael Shimmin –Chief Executive, Buckinghamshire Council
- Matthew Applegate – Chief Executive, Vale of Aylesbury Housing Trust
- Matthew Bailes – Chief Executive, Paradigm Housing Group
- Nick Braisby – Vice-Chancellor, Buckinghamshire New University
- Carole Burslem – Chief Officer, Bucks & Milton Keynes Association of Local Councils
- Jenifer Cameron – CEO, Action4Youth
- John Campbell – Chief Constable, Thames Valley Police
- Michael Garvey, Chairman, Buckinghamshire Business First
- Imelda Goldsboro – Senior Partnership Manager, Department for Work and Pensions
- Francis Habgood – Chairman, Buckinghamshire Safeguarding Children & Adults Boards
- Richard Harrington – Chief Executive, Buckinghamshire Local Enterprise Partnership
- James Kent – Chief Executive, Buckinghamshire Clinical Commissioning Group & ICS Executive Lead
- Michael Loebenberg – Local Area Commander, Thames Valley Police
- Neil MacDonald – Chief Executive, Buckinghamshire Healthcare NHS Trust
- Trevor Morrow – Chief Executive, Red Kite Community Housing
- David Norris – Head of Service Delivery, Buckinghamshire Fire & Rescue Service
- Andrew Smith – Chairman, Buckinghamshire Local Enterprise Partnership
- Jason Thelwell – Chief Fire Officer, Buckinghamshire Fire & Rescue Service
- James Tooley – Professor, University of Buckingham
- Chris Ward – Assistant Chief Constable, Thames Valley Police

### **Health and Wellbeing Board**

- Gareth Williams – Cabinet Member for Communities and Public Health, Buckinghamshire Council
  - Raj Bajwa -Clinical Chair, Buckinghamshire Clinical Commissioning Group
  - Jenny Baker – Chair, Healthwatch Bucks
  - Dr Nick Broughton – Chief Executive, Oxford Health
  - Isobel Darby - Cabinet Member for Housing & Homelessness, Buckinghamshire Council
  - Martin Gallagher – CEO, The Clare Foundation
  - Katie Higginson – Group Chief Executive, Community Impact Bucks
  - James Kent – Chief Executive, Buckinghamshire Clinical Commissioning Group & ICS Executive Lead
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- Neil Macdonald - Chief Executive, Buckinghamshire Healthcare NHS Trust
- Angela Macpherson - Deputy Leader & Cabinet Member for Adult Social care, Buckinghamshire Council
- Robert Majilton – Deputy Chief Executive, Buckinghamshire Clinical Commissioning Group
- Jane O'Grady - Director of Public Health, Buckinghamshire Council
- Gill Quinton - Corporate Director, Adults & Health, Buckinghamshire Council
- Dr Sian Roberts - Clinical Director, Buckinghamshire CCG
- Mark Shaw - Cabinet Member for Children's Services, Buckinghamshire Council
- Dr Juliet Sutton - Clinical Director, Buckinghamshire CCG
- Tolis Vouyioukas - Corporate Director, Children's Services, Buckinghamshire Council
- Dr Karen West - Member GP, Buckinghamshire CCG
- David Williams - Director of Strategy, Buckinghamshire Healthcare NHS Trust

### **Local Enterprise Partnership**

- Andrew M Smith – Chairman
- Philippa Batting - Managing Director of Buckinghamshire Business First
- Steve Bowles - Cabinet Member for Town Centre Regeneration, Buckinghamshire Council
- Steven Broadbent - Member of Buckinghamshire Council
- Adrian Brown - Managing Director, Berkeley Strategic
- Isobel Darby – Cabinet Member, Housing & Homelessness, Buckinghamshire Council
- Lucy Edge - Chief Operation Officer, Satellite Applications Catapult
- Hiren Gandhi - Partner, Blaser Mills Law
- Michael Garvey, Chairman, Buckinghamshire Business First
- Alistair Lomax - Director of Arc Universities Group
- Eman Martin-Vignerte - Head of External Affairs, Governmental & Political Relations, Bosch
- Nick Naylor - Cabinet Member for Transport, Buckinghamshire Council
- Clare Pelham - Chief Executive, Epilepsy Society
- Emma Potts - Chief Operating Officer and University Secretary, University of Buckingham
- Martin Tett - Leader, Buckinghamshire Council

### **Buckinghamshire Growth Board**

- Martin Tett - Leader, Buckinghamshire Council
- Richard Harrington, Chief Executive, Buckinghamshire Local Enterprise Partnership
- Neil Macdonald - Chief Executive of Buckinghamshire Healthcare Trust
- Angela Macpherson – Deputy Leader & Cabinet Member for Adult Social Care, Buckinghamshire Council
- Nick Naylor – Cabinet Member for Transportation, Buckinghamshire Council
- Rachael Shimmin - Chief Executive of Buckinghamshire Council
- Ian Thompson Corporate Director for Planning Growth and Sustainability, Buckinghamshire Council
- Warren Whyte – Cabinet Member for Planning & Enforcement, Buckinghamshire Council
- Katrina Wood – Deputy Leader & Cabinet Member for Resources, Buckinghamshire Council

### **Voluntary and Community Sector Partnership - *To be confirmed***

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## Community Boards

<b><i>Community Board</i></b>	<b><i>Chairman</i></b>	<b><i>Coordinator</i></b>
<b>Buckingham &amp; Villages</b>	Charlie Clare	Sophia Comer
<b>Winslow &amp; Villages</b>	Susan Renshell	Leone Dale
<b>Wing &amp; Ivinghoe</b>	Anne Wight	Katrina Kelly
<b>Haddenham &amp; Waddesdon</b>	Michael Rand	Elaine Hassall
<b>Aylesbury</b>	Mark Winn	Amy Jenner
<b>Wendover</b>	Julie Ward	Michelle Parker
<b>Chesham &amp; Villages</b>	Patricia Birchley	Helen Cavill
<b>Missendens</b>	Peter Martin	Liz Charleston
<b>North-West Chilterns</b>	Gary Hall	Jackie Binning
<b>Amersham</b>	Graham Harris	Lizzie Wright
<b>South West Chilterns</b>	Dominic Barnes	Makyla Devlin
<b>Beaconsfield &amp; Chepping Wye</b>	Anita Cranmer	Andy Chapman
<b>High Wycombe</b>	Arif Hussain	Fay Ewing
<b>Beeches</b>	David Anthony	Jack Pearce
<b>Wexham &amp; Ivers</b>	Jilly Jordan	Lee Scrafton
<b>Denham &amp; Gerrards Cross &amp; Chalfonts</b>	Santokh Chhokar	Ani Sultan

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