

APPENDIX 1 – Vibrant and Resilient Economy

Outcomes Required: Ensure there is timely and high-quality support for businesses to enable them to recover from COVID-19 and achieve future growth		
COVID-19 Impacts: + Opportunity to reshape town centre offers + Potential for more targeted funding/support to achieve economic growth (housing, infrastructure and business) - Expected increase in unemployment, business closures and increased demand for social and other rented accommodation - Potential wider loss of confidence in economy creating uncertainty and reduced appetite for investment and growth - High competition for funding support		
Lead Directorate	Key Areas	Restart Phase - Actions
Growth	Supporting businesses	Discretionary Fund open for applications
		ISK Business Survey results to be fed back to ISK breakfast event
		ISK recovery plan to be agreed
Growth	Planning Service	Commence the Planning Review
Growth	Enabling new construction and development activity to restart	Programme of fortnightly virtual planning committees
		Local Plan – Issues and Options stage to commence
Growth	Re-open town centres	Consideration of Government and sector guidance
		Action plan developed with stakeholders
Growth	Town Markets	Explore opportunities for expansion of goods on offer
		Ensure safe working practices and social distancing measures
Growth	Progress delivery of priority capital priority projects	St Martins Park, Stamford
		Future High Streets Fund - final bid submission
		Heritage Action Zone – delivery commercial
		Elm Street, Stamford, refurbishment commissioned
Growth	To support commercial tenants of Council assets	Monitor all properties in ownership
		Carry out priority repairs and maintenance
		Maintain contact with tenants and consider any requests for support
Commercial and Operations	Enabling businesses to re-open safely	Review and respond to easing of restrictions per sector
		Respond to resident complaints that businesses are not following COVID-19 secure guidance
		Advice and guidance to businesses planning to re-open
Commercial and Operations	Re-introduction of car parking charges	Ensure car park payment machines are able to switch to current approved rates
		Carry out checks of car parks / signage & introduce social distancing measures around payment machines
		Advise permit holders of (re)commencement of season tickets and confirm renewal dates
		Reintroduce parking enforcement
Commercial and Operations	Reshape telephone call / email handing element of SK Community Hub offer to meet future need	Review Hub operations
		Combine contact phone numbers and email addresses
		Create a database / script for customer service centre call handlers
Commercial and Operations	Licensing – resumption of full operations	Removal of temporary restrictions to taxi licensing policy
		Work through the backlog of animal licensing inspections
		Prepare for potential increase in temporary event notice applications

APPENDIX 2 – Housing that Meets the Needs of our Residents

<p>Outcomes Required: Meeting our housing needs of the District in a sustainable manner:</p> <ul style="list-style-type: none"> • High quality council housing • Homes being built of all tenure • Affordable and accessible to the residents of South Kesteven 		
<p>COVID-19 Impacts: + Increased demand for market, affordable and social rented accommodation</p> <p>- Likely to be a fall in housing sale values - Potentially increase in material and labour costs</p>		
Lead Directorate	Key Areas	Restart Phase – Actions
Growth	Support our tenants and those in housing need: - Tenancy Services Sheltered Housing Homelessness, Temporary Accommodation and allocations	<p>Recommence Housing / Tenancy management services; phased recommencement of Housing Officer duties / visits:</p> <p>Phase 1 - Dealing with non-urgent ASB, Nuisance, Harassment, subletting, allocations from register, sign up for new tenancies, mutual exchanges, successions, assignments, abandoned properties;</p> <p>Phase 2 - 6 week follow up visits, estate walkabouts, property condition/hoarding, accompanied viewings, boundary disputes</p> <p>Phase 3 - Garage management/visits, grounds maintenance inspections</p> <p>Recommence Housing Allocations; allocating people back into priority banding</p>
Growth	Maintaining and addressing backlog of routine repairs	<p>Phased response to repairs:</p> <p>Phase 1 - Start to issue external backlogged routine repairs</p> <p>Phase 2 - Start to issue internal (less than 3 hours) backlogged routine repairs</p> <p>Phase 3 - Start to issue larger routine repairs</p>
Growth	<p>Recommence Improvement programmes to continue to meet the Decent Homes Standard. Statutory and H&S works have continued through the period:</p> <p>Lifts, Asbestos removal, Fire Extinguishers service and maintenance, H&S testing</p>	<p>Phase 1 - Communal Room refurbishment, major voids, external adaptations, main roofs, external wall finishes/pointing, DFGs (external), sewage refurbishment, drainage and water services, external painting programme, new parking schemes, resurfacing existing (tenant) car parking programme</p> <p>Phase 2 - Loft insulation and cavity fill, internal adaptations, structural works, re-wiring, heating upgrades, window/doors replacement, DFGs (internal), communal doors, smoke/heat detector upgrading</p> <p>Phase 3 - Full Kitchen/Bathroom replacement</p>
Growth	To deliver new Council Housing to meet housing need	<p>Progress 10 local housing schemes:</p> <ol style="list-style-type: none"> 1. Earlesfield Lane, 2. Kinoulton Court, 3. Meadow Close, 4. Trinity Road, 5. Swinegate, 6. Riverside Walk, 7. Blessed Hugh Moore site, 8. Shaw Road, 9. Trent Road, 10. Wellington Way <p>Complete 2 modular housing schemes</p> <p>Virtual community consultation on major housing development in Grantham</p> <p>Procure construction developers on planning approved schemes</p> <p>Submit further planning applications for capital schemes</p>
Growth	Delivering Housing Growth	<p>Collection of project data of growth opportunities</p> <p>First officer working group</p> <p>Development of proposition for future funding submissions</p>
Growth	Progress on key policies and Strategies outlined in the approved Housing Strategy and business essential.	<p>Finalise Choice Based Lettings (CBL) Business Case</p> <p>Review Allocations Policy to adopt CBL</p> <p>Draft Housing Asset Management Strategy (HAMS) (maximise the potential/opportunities of stock/land to include remodelling)</p> <p>Homelessness Strategy - review of strategy against 2 years' outcomes following Homelessness Reduction Act 2017</p>

APPENDIX 3 – Strong Communities with High Quality Facilities

<p>Outcomes Required:</p> <ul style="list-style-type: none"> • Establish and communicate revised service offering (in line with Council priorities) and delivery to desired quality • Clear strategy enabling the Council to demonstrate effective leadership with the voluntary sector – clear and executed roles and responsibilities • Strong and resilient communities 		
<p>COVID-19 Impacts:</p> <p>+ Established role and relationships as ‘Community Leader’ during crisis, strong foundation for further working</p> <p>+ Opportunity to engage with Voluntary and Community Sector (VCS), in new ways with clearer strategy and a more joined up approach</p> <p>- Community volunteering effort may reduce after initial wave of support</p> <p>- Weaker voice on Local Resilience Forum</p> <p>- Negative impact on Leisure sector and arts activities</p>		
Lead Directorate	Key Areas	Restart Phase - Actions
Growth	Development of new leisure programme + operations in leisure centres	Continued liaison with the leisure operator regarding closure and property maintenance requirements of SK’s leisure assets
		Appointment of consultant support to advise on current financial and contractual situation with leisure operator
		Develop a procurement strategy to secure a new long term contractual arrangement
		Development of an investment programme to rebuild/refurbish leisure centres
Growth	Delivery of Culture and Arts to residents	Virtual Cultural programme in development
		Plan for phased reopening of Arts Centres developed
Transformation and Change	Remodelling the befriending service to meet future need	Explore phased migration to charity provider / self-service model
		Promotion of support available
		Options appraisal to meet future needs
Commercial and Operations	Ongoing volunteering and wider community support	Maintain effective dialogue with groups, charities and volunteers
		Map provision of community support and identify gaps
		Review community funding opportunities
		Develop a VCS Community Forum
Commercial and Operations	Park specific volunteering and wider community support	Maintain open dialogue with key Members and other volunteers
		Re-engage the Parks and Events Community Engagement Officer to recruit new volunteers
		Work with external agencies to promote opportunities for park-based volunteer work
		Develop Green Spaces Forum
Commercial and Operations	Markets offering	Dialogue with traders regarding layouts and siting of stalls
		Dialogue with traders regarding alternative service offers
		Review opportunities for surrounding businesses that might be able to partially open
		Determine future resource requirements
Commercial and Operations	Re-opening of public space and external activity facilities	Audit Parks to ensure compliance with directives
		Provide banners and signs
		Re-enable public access to facilities currently closed
		Consider re-opening park based public toilets
Commercial and Operations	Restart of East Midlands Building Control ‘normal’ operations	Return of staff from furlough based on business need
		Consideration of full site visit program
Commercial and Operations	Supporting to national Contract Tracing Advisory System (CTAS)	Work with the LRF sub-cell to oversee and co-ordinate the local response
		Environmental Health to support investigations in local settings
		Continue to support needs of those isolating
Commercial and Operations	Bourne Corn Exchange – re-opening venue for general hire and events	Maintain dialogue with current and regular hirers of facility
		Audit the venue to ensure compliance
		Procure new signage, barriers and PPE
		Dialogue with Artists and acts book to re-schedule
		Consider new events for venue to replace gaps in market
		Monitor success of bookings and events

APPENDIX 4 – A clean and sustainable environment

Outcomes Required: <ul style="list-style-type: none"> Continuing to keep the District clean and safe Building on and embedding carbon reductions 		
COVID-19 Impacts: + Decreased activity and commuting will have had a positive impact on pollution levels + Increased levels of public support and appreciation for the work of street care operatives		
Lead Directorate	Key Areas	Restart Phase - Actions
Commercial and Operations	Street Care and Waste and Recycling Services – operating in a ‘new normal’	Monitor for advice on when ‘shielders’ will be able to return to work + any additional measures to support
		Review additional waste impacts on different waste streams
		Review staffing requirements
		Reschedule Big Clean Teams’ work
Commercial and Operations	Carbon Reduction, messaging and opportunities for embedding	Publish SKDC carbon footprint and reduction opportunities report
		Review investment implications in light of climate emergency and COVID-19
		Review opportunities to lock in behaviours around travel, remote working and energy use
		Evaluate climate emergency sections of reports
Commercial and Operations	Environmental Health – gradual resumption of ‘normal’ services	Food Standards Agency expect to produce national recovery plan for food hygiene inspections
		Surveyor visits and disabled adaptation installations to resume in phased approach
		Reactive inspections / site visits in response to wider range of complaints
		Deal with backlog of proactive (non-food) inspections
Commercial and Operations	Re-mobilising Neighbourhoods and other services	Resume installation of noise monitoring equipment
		Reactive site visits in response to wider range of complaints, with precautions
		Resumption of car parking and litter enforcement
Commercial and Operations	Managing the depot to deliver services safely	Continue with current revised management and operating procedures
		Review and maintain risk assessments
Commercial and Operations	Issues around traffic to LCC Household Waste Recycling facility	Maintain and review the risk assessment
		Work in partnership with LCC as demand increases
		Influence LCC operations as required
Commercial and Operations	Recommence Street Scene service review	Service review process to restart when feasible
		Undertake salary review
Commercial and Operations	Review of additional payment given to Street Scene staff	Re-evaluation of finances and staffing levels
		Budget approval if required
		Decision as to when additional payment will stop/change/continue
Commercial and Operations	Continued compliance with safety legislation and guidance	Service level risk assessments
		Building use assessments
		Support of home workers

APPENDIX 5 – A high performing Council.

<p>Outcomes Required:</p> <ul style="list-style-type: none"> • Ensure financial sustainability for SKDC (and support delivery of priorities) • A safe, engaged, effective and efficient workforce • Increased value for money in service delivery • Strong performance metrics and high levels of citizen satisfaction 		
<p>COVID-19 Impacts:</p> <p>+ Increased working from home and agile working + Improved IT and digital infrastructure and performance and increased expectation/capability of remote customer engagement + Democratic processes</p> <p>- Loss of income and increased cost leading to significant financial pressures - Loss of engagement/consistency in some democratic processes due to postponed meetings - Redeployment/removal of some services is likely to have led to disengagement from some members of staff</p>		
Lead Directorate	Key Areas	Restart Phase - Actions
Transformation and Change	Managing productivity and performance in remote working world	1:1's to keep staff motivated and aligned with clear work plans
		Operational performance dashboards displaying key metrics for each area
		Monthly business partner meetings to identify challenges and improvements
		Redefining learning and development plans
Transformation and Change	Digital – Increased customer self service	Identifying and understanding demand for seasonal high-volume services requiring digitisation and remodelling
		Modelling initial digitisation of face-to-face provision
		Implementation of trail face-to-face digital solution
		Staff engagement survey focussing on the tools and support currently in place and additional support required to undertake their roles effectively
Transformation and Change	Effective teams operating remotely with resilient IT provision	Deployment of voting solution
		Full deployment and training for Microsoft Teams
		Specify requirements for future virtual meetings
		Softphone solution to home-based staff
Transformation and Change	Well informed staff	Ensure key messages are clear, relevant and timely
		Use channels that we know staff engage with
		Ensure staff get issues first-hand
		Seek and use regular feedback
Transformation and Change	External stakeholders kept informed	Ensure key messages are clear, relevant and timely
		Use all channels effectively
		Clearly identify who we want/need to engage with, when and who responsible
		Seek and use regular feedback
Transformation and Change	Customer services – reduction / removal of restrictions aligned to 5 stages of Government risk levels	Determine appointment only face-to-face operating models for each site
		Telephony – support migration of hub into contact centre
		Identify key transactions for digitisation
		Produce complaints and compliments performance dashboard
Transformation and Change	Rapid innovation and solution delivery in response to changes in government policy or customer demand	Identification of key projects
		Realignment of resources
		Determine funding requirements for work that can be accelerated through partners
Commercial and Operations	Demonstrate the Council's continued compliance with safety legislation and guidance	Service level risk assessments + identify additional controls and resources to support
		Building use assessments + identify adaptations and additional controls required
		Support of home workers
Legal & Democratic	Re-mobilising and improving democratic processes and governance	Recommend the Constitution Review programme
		Enhanced Member development programme
		Streamlining of democratic processes
		Legal service review – options for future delivery models
Finance & Resources	Finance and Resources – development of a revised budget	Amended budget for 2020/21
		Review of Medium-Term Financial Plan for 2020/21 and 2 years thereafter
		Budget setting for 2021/22
		Rebasing of savings and transformation plans
Finance & Resources	Review of procurement activities across the Council	Review of supply chains across key services
		Baseline procurement saving plans in light of above