

## Voluntary Sector Recovery Plan London Borough of BROMLEY COVID-19 RECOVERY STRATEGY

On Tuesday 11 August, Community Links Bromley hosted a Recovery Plan workshop to discuss the challenges faced by the sector and support needed to resume activities/services as the lockdown eases. Discussion focused on the Three R's: Restore, Reinvent and Retain.

We welcome further feedback on the Recovery Plan below, which is currently being used by the Borough. Your feedback will be used to develop ways to support your organisation and secure additional resources within the sector. Please email any feedback or local examples you may already have developed to [admin@communitylinksbromley.org.uk](mailto:admin@communitylinksbromley.org.uk).

STRATEGIC THEME		Issues to consider and manage through each phase of Recovery		
		RESTORE	REINVENT	RETAIN
1	<b>People</b> <i>(Staff, volunteers, trustees and Contractors)</i>	<ul style="list-style-type: none"> <li>PPE to be made available to all applicable staff.</li> <li>Managing anxieties of staff about coming out of lockdown through continued mental health messaging, support and training.</li> <li>Consideration for those with childcare responsibilities due to school closures if expected to return to the office.</li> <li>Consideration of front line staff with vulnerabilities that may not be able to return to work.</li> <li>Managing additional service demand e.g. DV, mental health, hardship.</li> <li>Review of capacity of services to deal with new statutory requirements.</li> <li>Review all newly created COVID-19 assistance helplines to determine when to decommission and transition to Customer Contact Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Review culture and processes surrounding agile working and remote people management, to include updated lone working processes and a review of working from home policies (flexible hours, equipment provision).</li> <li>Output-based management of staff.</li> <li>Review roles/structures to inform our workforce strategy.</li> <li>Leaner working and removing tasks which do not add value.</li> <li>Empowering workforce to make decisions.</li> <li>Staff travel planning to ensure impact of any reduced use of public transport can be supported by the promotion of sustainable transport options (Ride to Work scheme)</li> <li>Improved online accessibility to team meetings, staff briefings and staff wellbeing &amp; exercise programmes.</li> <li>Introduce activities and processes to recognise and reward staff and community contribution to COVID-19 and future emergency situations.</li> <li>Use feedback from staff surveys to inform culture change.</li> </ul>	<ul style="list-style-type: none"> <li>Online recruitment and training (to include continuation of Mental Health and Resilience).</li> <li>Continuation of COVID-19 public health advice for staff online and via questions inbox, during the pandemic.</li> <li>Increased home working (with appropriate staff risk assessments).</li> <li>Regular online team meetings.</li> <li>Increased focus on delivery through output based work programmes and commissioning.</li> <li>Increased access of internal communications messages via intranet, chief officer and line manager briefings to keep staff informed.</li> <li>Sense of shared purpose and common goals – translated into delivery of transformation programmes and the revised Building a Better Bromley.</li> <li>Ongoing opportunities for feedback through staff surveys and discussions with Union representatives.</li> </ul>
2	<b>Place</b>	<ul style="list-style-type: none"> <li>Recovery of Town Centres, including Markets, will depend on careful consideration of pedestrian flow and social distancing measures requiring additional equipment and staff resource.</li> </ul>	<ul style="list-style-type: none"> <li>Rethinking public space layouts to allow for the movement of people and cyclists with sufficient safe distancing.</li> <li>Flow of visitors to parks and open spaces will require increased signage and security patrolling, including management of concessions/cafés in public places.</li> <li>Design of town centre space to encourage safely distanced increased footfall, whilst supporting a return to business as usual for retailers and local businesses.</li> <li>Redesign the layout of the Bromley Town Centre market and support traders with relaunch.</li> </ul>	<ul style="list-style-type: none"> <li>Space planning with consideration to sustainability and aesthetic appearance to encourage the public to continue to safely use parks and open spaces for exercise and recreation in order to support wellbeing.</li> <li>Ensure transport hubs are effective and that transport routes around the borough are safe for those walking and cycling in preference to using public transport during the pandemic.</li> </ul>
3	<b>Accommodation</b> <i>(Premises issues and IT)</i>	<ul style="list-style-type: none"> <li>Reopen Council buildings to essential employees and contractors, maintaining social distancing and all HSE requirements (maximum occupancy levels).</li> <li>Reopen Council buildings to the public (Reception areas, Leisure facilities, Children and Family Centres, and cultural venues, including libraries and museums).</li> <li>Ensure suitable IT and other office equipment is available for those who are to continue working from home.</li> </ul>	<ul style="list-style-type: none"> <li>Review of DSE assessments and other occupational health requirements associated with home working.</li> <li>Reduced desk occupancy.</li> <li>Improved utilisation of meeting rooms and booking system.</li> <li>Improved website information quality and accessibility.</li> <li>Improved access to document management through digitisation of paper records to enable home working for staff that would otherwise access offices for paperwork.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to effectively rollout new technology solutions e.g. online conference call capability (internal, external and public meetings)</li> <li>Virtual decision making (committees, panels, hearings)</li> <li>Online rather than classroom-based training, increasing availability of meeting rooms (to include external training to schools)</li> <li>Increased digital public services - online service delivery to continue where implemented as a result of COVID-19. Review capacity necessary to manage this channel shift.</li> </ul>
4	<b>Finance/ Cashflow and Funding</b>	<ul style="list-style-type: none"> <li>Review budgeted income streams and identify impact on loss of income through ceased or deferred payments and services.</li> <li>Review impact on capital programme delivery.</li> <li>Review impact on transformation programme.</li> <li>Identify additional third party contractor costs to enable continued safe working.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing of council owned commercial premises and repurposing for alternative use (cultural/housing/emergency storage) as part of Economy Recovery &amp; Resilience Plan</li> <li>Increased online meetings leading to a reduction in travel/time costs</li> <li>Review interim COVID-19 revised payment processes to determine which have been effective.</li> <li>More robust financial forecasting.</li> </ul>	<ul style="list-style-type: none"> <li>Online signatures for invoice payment processes to support transition to a paperless Council, subject to audit approval.</li> <li>Use of updated guidance and online training on financial processes and legislation.</li> <li>Updated asset allocation investment strategy to reflect impact of international property investment procurement.</li> </ul>

		<ul style="list-style-type: none"> <li>Review changes to grant giving bodies' priorities and the impact this will have on securing match funding.</li> <li>Delay closing of accounts.</li> <li>Agree payment deferrals and extended payment arrangements as appropriate.</li> <li>Review of Audit Schedule.</li> <li>Review of pension fund cash flow.</li> <li>Review impact of reduction in Bank of England base rate to 0.1%.</li> </ul>	<ul style="list-style-type: none"> <li>Revised approach to audit and fraud investigation.</li> <li>Streamlining of insurance claim processes.</li> <li>Revised approach to cash flow management and review of level of income used for reinvestment.</li> </ul>	<ul style="list-style-type: none"> <li>Updated Treasury Management Strategy to reflect the revised lower interest rate environment and potentially more investment performance volatility.</li> </ul>
<b>5</b>	<b>Future Resilience</b>	<ul style="list-style-type: none"> <li>Collaboration with partnership organisations (emergency services, NHS, VCS) to review and support Communities to build resilience, allowing them to address vulnerability and equip them for future risk.</li> <li>Support traders and local businesses to return through collaborative promotional activities and economic partnership.</li> <li>Clearly documented pathways using case management system for residents directly supported by Operation Shielding or the volunteering programme.</li> </ul>	<ul style="list-style-type: none"> <li>Review and react to emerging government guidance and statutory requirements.</li> <li>Change how we engage and consult with residents.</li> <li>Review learning from new relationships with and offers of support from Bromley residents and organisations.</li> <li>Retention of additional voluntary sector support through Council's Loneliness strategy.</li> <li>Enhance training for all staff on emergency preparedness.</li> <li>Capture lessons learnt from all service areas to inform future emergency planning.</li> <li>Working across service areas and with partners to train additional staff to ensure resilience in case of future pandemic (to include internal council officers undertaking statutory duties).</li> <li>Working with external partners and community groups to capture detail around how we work together to do things differently, and better.</li> <li>Adopt a model that supports Green Recovery, working across all Council services and with partners and stakeholders to ensure that when we recover from the pandemic that we do so in a way that supports environmental protection and enhancement and reduces our negative environmental impacts.</li> </ul>	<ul style="list-style-type: none"> <li>All service areas to develop robust Supply Chain provision and minimum stock levels with service providers, in case of future emergency (Materials, PPE, Food, Technology).</li> <li>Improved, less bureaucratic decision making – empowering staff at all levels.</li> <li>Maintaining an enhanced relationship with the Voluntary and Community Sector, including continuation of support with access to grant funding.</li> <li>Working outside of traditional roles to enable enhanced skills and information sharing between departments and services.</li> </ul>