

A Strategic Framework for Recovery and Renewal in Moray

Vision

Working together through our Recovery and Renewal Strategy we will build a bridge to our core vision which is of a life of opportunity for all where people can thrive in vibrant communities to enrich our future.

We will make this transition by:

Delivering a strong, agile and inclusive recovery, flexing and innovating to regenerate the area so that Moray emerges more resilient and primed to deliver our corporate priorities.

Whilst planning for recovery, response based critical services will continue to be delivered alongside early recovery some of which has of necessity been delivered reactively. This will present significant challenges in management and delivery.

Aims and Outcomes

Aims	Outcomes
1. <u>Understand</u> the impact of Covid 19 on Moray	Priority is given to groups and areas most affected by the pandemic
2. <u>Support</u> the ongoing impact of living with Covid 19 as far as possible	Those who are vulnerable, experiencing financial hardship or are otherwise adversely impacted feel supported
3. <u>Learn</u> from the positive changes so that they are captured and built upon for the future	<p>The benefits of initiatives and developments created in the response phase are embedded in resilient service delivery in the “new normal”</p> <p>Long term resilience, sustainability and capacity in communities is improved by building on community responses to the pandemic</p>
4. <u>Re-engineer</u> the strategic policies and actions needed to ensure we will deliver our outcomes in the new environment	<p>The economy, businesses, partners and infrastructure of Moray achieve stability and support to recover and grow</p> <p>The long-term impacts upon the people of Moray are mitigated and managed allowing wellbeing to be advanced</p>

A performance management system will be created to encompass the work streams which will deliver these outcomes, identifying measures to demonstrate success.

Principles

Our principles will be led by our **Corporate Values**: Fair, Ambitious, Improving, Responsive

The principles for recovery and renewal will be:

Collaborative – We will ensure that affected communities (of interest, geography, impact and others) are fully involved in the recovery and renewal process so that they have trust and confidence in our ability to deliver our shared vision for the area and its people

Empowering * - To emerge stronger and more resilient, we must work with our communities to build cohesion and mutual support

Equitable* – We will endeavour to be fair to all people and groups, recognising that the impacts of Covid 19 have affected some aspects of our community more significantly than others

Sustainable – This reflects three aspirations: Our plans must be achievable in a time when financial and staffing resources are under significant pressure; their impact must be enduring and we must work to protect our environment for the future

Entrepreneurial – To not only recover but prosper in a changed and dynamic environment, we must be adaptable, using the disruption caused by Covid 19 positively to create new and better systems and approaches and we must also be open to taking considered risks

* these are also principles in the current Corporate Plan

Programme

Phased approach, each phase will continue to be refined in an iterative way as the context develops, informed by quarterly reviews within each phase:

Stage 1 – Emergency Response to First Peak – Activity: provision of critical services and organisational shift to do so – described in response reports to Cabinet

Stage 2 – Short term - June 2020 to December 2020 – Immediate post First Peak – response, business as usual and recovery all in parallel for a period - focus on most urgent activity needed locally/directed nationally and early outcomes to be delivered from this, building resilience and also beginning assessment of medium to long term actions

Activity:

1. Agree proposed vision/mission for Recovery and Renewal Plan
2. Agree proposed aims and guiding principles
3. Consider initial phased recovery of services per templates in light of these, but also considering what is still to come – future need must be clear
4. Develop understanding of covid policy and context at all levels inc nationally; gather intelligence on local impacts and learning: seek expert advice and support where required, consider potential responses – work done according to agreed work streams within agreed structure informed by national policy as it evolves
5. Determine priorities for local response guided by vision, principles and aims to create a high level programme from phase 2 to phase 4
6. Engage on 1,2, 4 and 5 – approach TBC in Communications and Engagement Strategy but early and continued engagement crucial, to include community planning partners
7. Create detailed Action Plan for most urgent and highest/red priority recovery activity, referring back to core strategies and accompanying Service Plans to begin thinking on re-engineering these – create transitional/bridging service plans
8. Begin early work on medium to long term action planning to be translated into new Service Plans
9. Review step 3 and organisational arrangements to deliver this phase and repeat for each phase – workforce; spatial etc
10. Begin implementation of phase 2 action plan

Stage 3 – Medium Term - January 2021- December 2022 – Moving to New Normal

Activity:

- Review phase 2 strategic premise as context moves – plans need to be agile
- Refresh/further develop Phase 2 impact analysis with focus on refining options and adding detail to Service Plans for medium term/amber priorities considering high level long term also
- Align phase 3 thinking with existing strategies to reengineer these as pace and change dictates

Stage 4 – Long Term – post 2022 - will be crafted in late phase 3 as context settles but should be guided by reengineered core strategies

Supports needed:

PMO support for recovery programme

Communication and Engagement Strategy and support

Risk Register for Recovery Programme to be embedded in existing Corporate Risk Register - covid risks to be identified early including financial management, health and safety, service delivery, workforce planning and digital assurance

Governance and Reporting points agreed – proposed informal reporting via Emergency Cabinet sitting as Sounding Board and formally via Emergency cabinet then Full Council

Constraints:

Need to mitigate and manage the impact on the Council's budget and medium to long term financial plan

Workforce

Physical distancing and safety