



Coronavirus (COVID-19) Response

City of York Council Recovery and Renewal Strategy

25 June 2020

Version 1.0



Introduction

1. The coronavirus pandemic has created a set of circumstances unlike anything seen in this country in recent times. The impact across all aspects of life has been significant, changing the way services can be delivered, testing health systems and putting the global economy on hold. As we begin thinking about the future, we do so with respect and sympathy for the victims, their families and friends, of a disease that does not discriminate.
2. Amongst the challenges, however, there have been many examples of York doing what it does best - our people rising to the challenge, pulling together and supporting each other. As we talk about recovery to a strong future for York, we do not ignore that the direct and deadly impact of coronavirus continues and our primary focus remains protecting the health of our residents as far as is possible. It is, however, only fitting as a legacy that we capture what has been positive in response and work together to shape a future York that even better supports the wellbeing of all our residents.
3. The recovery phase is different to that normally seen in response to an emergency, such as a flood. The timescales are not clear, with potential for changing restrictions on life reflecting fluctuating future peaks and outbreaks, the potential for services to be restarted then stopped again over a prolonged period, with particular communities (e.g. those being shielded) having different restrictions to others.
4. This creates an extremely complex and challenging set of circumstances that require flexible and agile responses. The recovery is the process of rebuilding, restoring and rehabilitating following this pandemic, to get back to “normal” functioning across our communities and city. However, in doing so, we must recognise that what was “normal” before may not be possible or desirable in the future and our city may be forever changed by what we have faced. There are many opportunities to use the learning of the response phase to improve the ways services are delivered and build upon the new arrangements put in place. Therefore, a sense of renewal within communities and services, representing opportunities to return to

something better and make the most of future opportunities to create a positive future is critical.

5. As we respond with this positive approach, our council plan and ongoing priorities will influence our actions for recovery. By maintaining a focus on achieving the best possible outcomes for people, the city will capitalise on this opportunity to build back better.
6. This will only be achieved through the collective working of York's communities, businesses, organisations, and public services. The Government's recovery strategy and the process by which restrictions are implemented or eased will shape the both the approaches and timescales of the actions we can take locally. This is likely to change over time and we must recognise that there are trade-offs in all these decisions in the protection of public health now, the future health and wellbeing of people, the economic impacts and the effects on our environment.
7. Most importantly, at the heart of all decisions, must be the health and wellbeing of our residents.

Role of this strategy

8. This strategy provides an overarching guide to the approach we will take to shape recovery and renewal in York over the next year. It is intended to help us address the immediate challenges, capitalise on opportunities around working differently and to put in place the activities which are needed to support the city returning to its revised state. It is written from the perspective of the council but with reference to outcomes at a city level and the need for the whole city to work together to achieve them. This will be a changing environment for the foreseeable future and there remain many interdependencies which cannot be accurately predicted at present. This strategy will be continually reviewed and may require revision at any point if the context changes significantly.
9. Clearly, the impacts of coronavirus will be felt for far longer than a year. Over the coming months, the Council Plan 2019 – 2023 will be reviewed to consider the changed context and different activities that are required to

ensure the city still achieves the outcomes described within it. From 2021, the changed context relating to coronavirus for York will be considered a part of our normal operating environment.

10. At a city level, a longer-term 10 year recovery plan will be developed with city partners to confirm the broader ambitions and direction for York, and identify the necessary priorities to achieve them. Emerging themes include:

- 10.1. building on York's strengths as an internationally renowned place including work with cultural, heritage and digital/creative industries
- 10.2. building upon the strengths in the Bio- and Agri-tech sectors
- 10.3. creating a city-wide network of research and development to harness the capabilities of our educational and research institutions
- 10.4. alignment of employment opportunities with skills
- 10.5. transport and place projects to drive economic recovery.

11. York's undeniable attributes, articulated last year through the York Narrative project, form the foundation for this work. York's assets including our community capacity, York Central, our heritage and cultural offer provide the unique elements to drive recovery. Indeed, York has successfully adapted its economy in recent decades following the departure of heavy engineering and reduction in chocolate manufacture. Working together collaboratively, it can be achieved again.

12. The Local Resilience Forum (LRF) will also be developing recovery plans that relate to certain aspects. The Head of Paid Service is jointly chairing the LRF's Recovery Coordination Group, ensuring York's context is fully considered at a sub-regional level. Similarly, the York and North Yorkshire LEP will be producing plans particularly around Business Support and Economic Recovery. Consideration will be given to the read-across of these plans in decisions the Council takes.

13. The diagram below shows how these plans are being developed and how they relate to each other.

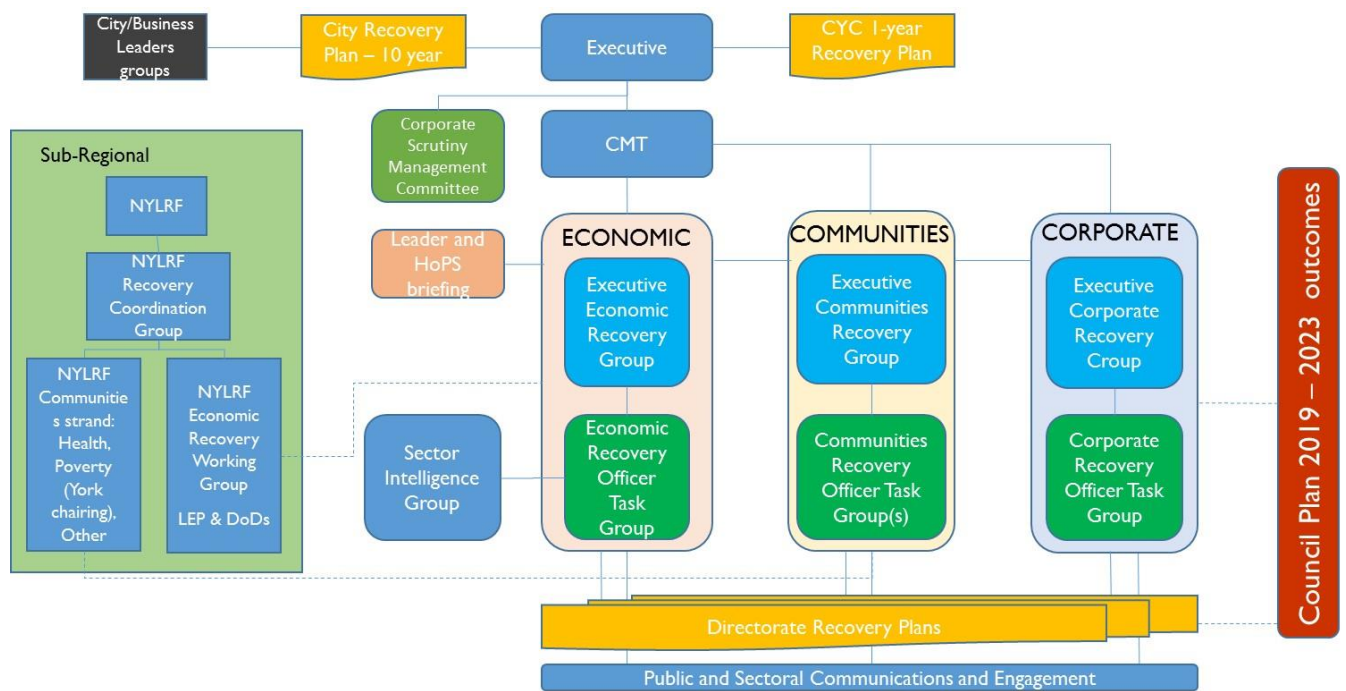


Fig. 1 – Diagram of the relationships between different planning groups and the plans being developed for recovery in York

14. In addition to the arrangements above, the council will also be establishing Local Outbreak Control Plans, which are required of all local authorities with Public Health functions. These will require the following:

- 14.1. The establishment of a Covid-19 Health Protection Board – this is to be led by the Director of Public Health with responsibility for developing local outbreak control plans and engaging with other partners such as the NHS, Public Health England, Local Resilience Forums.
- 14.2. The development of a Local Outbreak Control Plan based around the themes set out in national guidance.
- 14.3. The establishment of an Outbreak Control Advisory Board – this is to be chaired by the Leader of the Council to advise on the Local Outbreak Control Plan, ensure effective local implementation of the national Covid-19 test, trace and track programme and ensure wider public engagement. The board will ensure there is communication and engagement of residents to respond to the control plan.

Engagement

15. The impact of coronavirus has altered every aspect of our city and we have only a short window to join up the efforts of all of York's residents,

communities, businesses and institutions to achieve maximum impact in recovery.

16. Alongside this, there is an ongoing need for quality engagement to deliver the council plan priorities, meet the city's major challenges such as the climate emergency, the future of our high streets, future transport plans and a new economic strategy to name but a few. Given the complexity of issues which must be addressed through public conversations in 2020, it is critical that the council's engagement is consistent, accessible and reflects a joined-up approach to policy.

17. To support this, our revised engagement strategy for recovery will seek to:

- 17.1. Develop and deliver a single programme of resident engagement (Our Big Conversation), taking place throughout the year, that informs multiple strategies, projects and schemes
- 17.2. Frame Our Big Conversation as crucial to recovery – build advocacy by continuing to tell the whole story – with all parts leading to the whole
- 17.3. Increase and improve levels of resident engagement
- 17.4. Reduce duplication
- 17.5. Build confidence in recovery by providing a continuous opportunity to contribute
- 17.6. Support better decision-making
- 17.7. Encourage more active citizens and resilient communities

Phasing

18. This strategy focuses on the period after the first peak of infection in York. The relaxation of lockdown rules will take a long time and require a range of active mitigations to ensure the infection Reproduction (R) rate remains below 1. These are likely to include:

- Continued social distancing
- Avoiding crowded places
- A sector by sector approach to returning to work
- Phased reopening of schools
- Active discouragement of the use of public transport and the promotion of walking and cycling

- Downloading of a track and trace app to identify contact tracing and self-isolation following exposure to infection
- Increased levels of personal hygiene and surface cleaning
- Potential requirements to wear face coverings
- Continuing to work from home wherever possible
- Shielded people and those in high risk groups to remain in self-isolation
- Full or partial future lockdowns should the virus Reproduction exceed a rate of 1

19. These mitigations, and others, may be in place until an effective vaccine is developed, tested, and in mass production, or combinations of anti-viral drugs that are proven to effectively treat the virus are discovered and made available. The current best estimates are that any vaccine is unlikely to be available before the end of this year and possibly well into 2021.

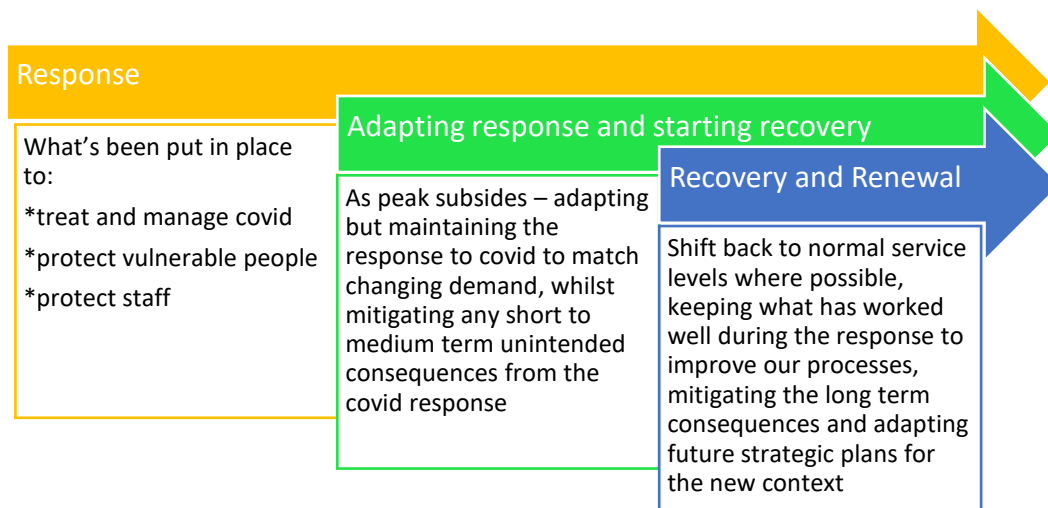


Fig. 2 – Indicative phases of response and recovery

20. The Government has set out the first steps of the easing of lockdown, providing indicative timescales for policy changes that allow people to return to more of their pre-coronavirus daily lives. However, the specific policies, restrictions and guidance for each step are constantly evolving and the requirements of places to support these changed arrangements are uncertain beyond the next few weeks. They also assume a linear reduction in the infection rate, which is by no means guaranteed.

21. Although there is not yet clarity from Government around local responsibilities and powers, the development of local outbreak control plans gives rise to the possibility of future local lockdowns in response to outbreaks on a small geographical scale. It is possible that local areas may be

in different phases with different levels of controls and restrictions over the coming months, depending on the localised risk levels.

22. Looking further ahead, the Government has published a scale of 5 alert levels which describe the levels of risk at any point in time and indicate the likely level of restrictions in place.

COVID Alert Levels		
Level	Description	Action
5	As level 4 and there is a material risk of healthcare services being overwhelmed	Social distancing measures increase from today's level
4	A COVID-19 epidemic is in general circulation; transmission is high or rising exponentially	Current social distancing measures and restrictions
3	A COVID-19 epidemic is in general circulation	Gradual relaxing of restrictions and social distancing measures
2	COVID-19 is present in the UK, but the number of cases and transmission is low	No or minimal social distancing measures; enhanced testing, tracing, monitoring and screening
1	COVID-19 is not known to be present in the UK	Routine international monitoring

Fig. 3 – The Government's COVID Alert Levels

23. This provides a useful scale in terms of the level of risk. However, it does not provide significant guidance in terms of the necessary activities in response to each alert level. These are likely to be developed nationally over a period of time and may change. It is likely that local development of policy and approaches will be necessary to respond to the changing national picture.

24. This will need to be extremely flexible to allow the necessary local response to both changing national policy and changing local conditions.

New context

25. The impacts of coronavirus are broad and relate to all aspects of life in our city. Against our Council Plan, each outcome area is predicted to be impacted:

25.1. **Well-paid jobs and an inclusive economy** - the lockdown requirements mean that many businesses are not operating as normal,

revenue is reducing and people may be losing their jobs. The long-term outlook for many sectors is uncertain and many businesses may not survive (despite measures already taken nationally and locally). The impacts will be felt for a prolonged period. Across the city, initial estimates suggest an £847m drop in GVA (13.7%), a 17,500 reduction in jobs (15.4%) with total unemployment of 17.8%.

- 25.2. **A greener and cleaner city** – reduced transport use has seen levels of most pollutants and emissions reduce. However, without intervention, the recovery could see increased use of private vehicles to reverse this trend and increase carbon emissions. The increased cleaning of city spaces and infrastructure is required to ensure safety of people and reduce the spread of infection.
- 25.3. **Getting around sustainably** – use of public transport has dramatically reduced and is likely to remain low. Putting in place greater support for sustainable options such as walking and cycling is necessary to mitigate the likely growth in private car journeys.
- 25.4. **Good health and wellbeing** – reducing the likelihood of infection is of primary importance and will remain so. The impacts on people's health and wellbeing, particularly mental, during lockdown is likely to be significant, due to challenges of getting supplies required including food and medicine, the mental health consequences of being isolated, the stresses of financial and employment uncertainty, concern about the disease and the grief of losing loved ones. It is likely that the demand for services in support of people will increase. The Adult Social Care market has always been challenged in York and although it has made it through the crisis so far, remains under pressure.
- 25.5. **Safe communities and culture for all** – communities have pulled together with levels of social action and volunteering significantly increased. Harnessing that capacity as a foundation for more resilient and self-supporting communities is a real opportunity, building upon the successful network of hubs to support food and supplies distribution. The lockdown has meant many cultural activities have ceased, or future cultural experience may be limited by a challenging economic outlook.
- 25.6. **Creating homes and world-class infrastructure** – the delivery of new homes has been impacted by restrictions but must be prioritised in recovery to support the housing needs of the city. Delivery of significant infrastructure projects across the city has also

been impacted but these are more important than ever to support the city's economic recovery.

25.7. **A better start for children and young people** – services to support children and young people have adapted to work safely and effectively in more flexible ways. The learning from this will support the ongoing development of children's services. Referrals into services have reduced under lockdown but will peak as restrictions are lifted, creating pressure in the system. Utilising community capacity to support early help is necessary to achieve better outcomes for young people and prevent statutory services becoming overwhelmed. Whilst schools and early years settings have stayed open to support vulnerable people and the children of keyworkers, unprecedented changes are required to school arrangements to allow the safe return of pupils to classrooms. There is significant opportunity to look at new and innovative ways of delivering a curriculum to support learning whilst social distancing is necessary. This will require all families to be digitally included.

25.8. **An open and effective council** – All services have adapted and changed to the circumstances of the pandemic. The learning of what has worked creates opportunity to retain new practices which are more effective or efficient. Staff have risen to the challenge but their health and wellbeing and the need for support to shift to new ways of working is paramount.

The financial context for the Council

26. Prior to the global Coronavirus pandemic, the Council was in good financial health, with reserves above the recommended minimum level and had recently set a robust, fully funded budget for 2020/21.

27. There were pressures being experienced in both Adults and Children's services that required additional budget growth, alongside the delivery of mitigating savings. Work is ongoing to complete the year-end accounts and whilst the outturn position has not yet been finalised, it is anticipated that overall the 2019/20 outturn will be within the approved budget.

28. Whilst the potential financial implications for the council will need to be updated on a regular basis, it is, however, clear that the Government support received to date will not cover the additional costs and loss of

income across council services. Therefore if additional Government support is not forthcoming, action will be required in order to maintain a balanced budget.

29. In total, the specific activities in response to coronavirus, the additional demand on some services and the loss of income from others could cost as much as £35m in the current financial year from initial estimates. To date, we have received £10.5m of General Support Grant. Using the high-level estimates and assumptions outlined in this paper, at this stage it is considered that the additional costs and loss of income could therefore result in a budget gap of some £24m.

30. The Council does have reserves, and these are being reviewed to identify where they can be released to support the current pressures. However, even with this review and the general reserve of £7.4m, it is likely that there will still be a funding gap that would result in the need to identify further savings to be delivered.

31. For the reasons above, key actions over the coming months will include a complete review of budget plans and development towards next year's budget. Alongside this, an interim reset of capital and revenue budgets may be required to support the financial stability of the council in-year. Due to the continued uncertainty, this review is not about considering a programme of budget and service cuts but is about ensuring that the Council can respond quickly to emerging new priorities within the existing approved budget.

32. The Council continues to lobby Government directly and through the Local Government Association to ensure that the money required in response to coronavirus is provided to the council and the medium-term stability of critical council services is not impacted by the immediate actions taken to protect lives.

Building on York's strengths – our overall strategy for the first year of recovery

33. The recovery activities will be managed under the three strands of Economic, Communities and Corporate recovery. Under these groupings, Communities includes public health support, adults' and children's services, education, as well as community engagement.
34. There is no doubt from the context above that this situation represents the greatest challenge we have faced as a city in decades. The breadth of impact and level of disruption to every aspect of life is unprecedented. It also represents a significant opportunity to revisit how our city works together, and how people live and work in ways which support the health and wellbeing of all residents in the short, medium and long-term.
35. In considering our approach to recovery, we inevitably focus on what we must do differently. However, our strength as a city comes from what we already do well. Our overall approach as a city should be to prioritise those things we already do well, seek to share the benefits of these strengths across all residents and grow those aspects which have the potential to further enhance the quality of life for everyone.
36. Last year, the development of the York Narrative articulated those aspects of York that are undeniable – the very essence of our place. A city making history, prioritising human experience and pioneering with purpose are perhaps now more relevant and important than ever. As a compact city, our ability to form strong relationships, create networks quickly, to innovate and put in place creative solutions was very evident in the initial stages of response to the pandemic, and provides confidence that as a city we can recover from the challenges to create a stronger city.
37. There are also aspects of our city where not everyone has shared in the positive experiences available to many. Inequalities in income, opportunity and health outcomes are significant in some parts of the city and for some communities. The impacts of coronavirus is likely to be felt most by those already in challenging situations so the reconsideration of how our city can be more equal and inclusive is a necessary and intrinsic part of recovery. The council will continue to work with a variety of other organisations to ensure that those communities likely to experience inequality, including

black, Asian and minority ethnic residents have access to targeted support.

COMMUNITIES

38. The response to date has prioritised the health of York's residents and the recovery phase will similarly put public health at the heart of all decisions taken. Minimising infection and supporting those most at risk remains the highest priority.
39. To do so, our statutory services will prioritise supporting the most vulnerable who need our support to remain safe and well. Statutory public health provision, and social care for children and adults remains the most fundamental responsibility of the council. As corporate parent, we will ensure that those young people in our care are protected and supported, providing what they need to restart their lives after lockdown.
40. The likely economic impact of the pandemic is likely to result in more people in need of help and support. However, people should not see their levels of need increase before support is available. That would risk suffering and worse outcomes for individual and create demand on statutory services that may not be possible to meet. Through the response phase of the pandemic, we saw the commitment and drive of communities to remain resilient and to support one another. We will work to harness that capacity, building upon the successful community hubs established to support those in need of assistance, ensuring provision in each area of the city. Increasing the range of support available and supporting ward funding to be used to enhance the provision in ways appropriate to local need will underpin the development of more resilient and self-supporting communities. We will growing community and citizen-led support such as Local Area Coordination around these hubs to ensure that the strengths of individuals and their own aspirations drive the network of support around them. This will link into Ward Committees, whose work is integral to the local responses in the communities that they represent.
41. Schools will form an important part of these supportive networks in the community, providing a vital role in the early help of children who are

vulnerable. They are often best placed to understand the context of their pupils lives and to provide support tailored to individual needs. At the same time, the need to provide schooling under varying levels of social distancing will require significant change to the way the curriculum is delivered. We will work with schools to identify more flexible options including remote learning and the use of technology in the classroom.

42. Given the significant pressures faced by the community, voluntary and charitable sectors in York, as a result of increased demand and reduced income, with limited support from Government, it will be critical to ensure available resources are channelled to these sectors to support this way of working.

43. For those in financial hardship, we will work to ensure there is available support to reduce its impact and availability of necessities. Support will include reviewing personal situations to help with personal debt or finance issues and consider options to help people return to a level of financial stability.

ECONOMIC

44. Public health guidance will drive the decisions taken in respect of the economy. It must also be recognised that a strong economic recovery is necessary for the ongoing health and wellbeing of all residents, reflecting the wider determinants of health.

45. Much of the initial economic response has focussed on business support, with finance as the key support mechanism. The aim has been to keep staff in jobs through the cash flow crisis that social distancing and the closedown of many businesses has brought about. Government has provided a range of grant schemes, together with loan funding through banks. The scale and speed of the distribution of grants and rates relief across the city (around £100m for local companies) was a significant challenge, but York was amongst the fastest authorities in the country to get money to businesses. Alongside partners, the Council has also kept businesses informed about what is available to help them.

46. The Council also developed its own grant scheme for small and micro-enterprises, providing up to £1000 to local businesses that were not eligible for national support, together with a free FSB membership offer. The latter is providing 500 or so businesses with access to a whole range of helplines and assistance on issues such as staffing, contracts, debt recovery, business planning and mental health and wellbeing. This scheme has been extended using subsequent funding from Government to support even more businesses.
47. Looking ahead, the council will be working closely with business community through 12 sector roundtables to understand the changing needs of businesses and to develop provision and lobby for resources. In York, business support is provided through a wide range of organisations, including Make it York, the Universities, private sector consultants and the professional services industry. The priorities will be making sure that all businesses are aware of what support is available for them and filling gaps in provision as needs emerge, with the main objective being to support local employers to grow their revenues and staff teams, while helping businesses which are forced to scale down or close to minimise the impacts on customers, employees and the local supply chain. Support will focus on the themes of finance, people, business space and regulation.
48. The city's economy, particularly in the city centre, is very dependent on tourism which creates and sustains significant numbers of jobs in the hospitality, food and beverage, retail, leisure and cultural sectors. Creating places and an environment in which visitors can safely return to the city centre will be crucial in laying the foundations for the short and long term economic recovery, which is the focus of the One Year Transport and Place Strategy.
49. All the economic forecasts are predicting a significant number of job losses across the global economy. Our current jobs and employment offer will need to adapt quickly to a very different set of circumstances. The Council will continue to work closely with the YNY LEP Employability Board to ensure that the skills needs of the city are reflected in LEP programmes and workstreams, while delivering support around Apprenticeships and social inclusion through ESIF funding. The work of our schools in preparing

children to be part of the future workforce through careers advice and guidance is very important as young people make the transition from learning to earning, and this will need to adapt to supporting new patterns of work in our changed world.

50. The scale of potential job losses requires a simple front door for supporting individuals and businesses through these many changes. This will mean close working between a broad range of local, regional and national organisations, supported by clear marketing and simple point of access. This will be coordinated across existing education partners, private sector training providers, employers and the business community.

CORPORATE

51. All council services have been impacted by coronavirus and an initial priority will continue to be the reinstatement of services that have had to close or reduce in scale at a point that it is safe to do so. This may be returning to the same ways of working as previously, but in most cases is likely to include some revisions to incorporate social distancing and build upon the lessons learned during the response to date. This will constitute a significant programme of business change.

52. The council's staff are the biggest asset in making this change happen, so we will deliver an organisational development plan that supports our staff in delivering the services across the city through new or amended operating models, to embrace the more agile and flexible working arrangements and enhanced technology and support the staff to increase their skills and continual professional development

53. As a local authority, the engagement of residents in democratic processes is paramount. Returning to previous processes of decision making, in particular public meetings, will not be possible in the short term, so facilitating remote meetings in a practical and legally compliant way is a high priority.

54. The financial context of the council will require a review of budgets to ensure available resource is targeted at those areas most in need to support

the recovery of the city. This is balanced with the need to protect the financial stability of the authority over the medium and long term. We will review and reprioritise spend appropriately to allow investment in the changes that need to be made to achieve the aims of recovery.

55. The activities which are planned to support these approaches are outlined in Annex I.

Principles of recovery – assessing and balancing impact

56. In order to plan a recovery phase, it is important that the context is fully understood, the intended outcomes are identified, actions are clear and that the impacts are understood. To support this, we have identified a set of clear principles to guide our prioritisation. Recovery and renewal activities will:

56.1. Prioritise the health and wellbeing of our residents, against the immediate threat of coronavirus and the consequences of changes to the way we live. Public Health guidance will be paramount in all the decisions we make.

56.2. Support the economic recovery of the City, helping to create a strong, sustainable and inclusive economy for the future. Learning lessons from the challenges of coronavirus, promote a system that utilises the strengths of our city and region to the benefit of all York's residents and businesses.

56.3. Protect and prioritise the City's environment and reinforce our work to mitigate and adapt to climate change.

56.4. Pursue improvements in service delivery where they have been identified as part of the Response phase, creating a more efficient and resilient system.

56.5. Reinforce and restore public confidence in the resilience of public agencies and resilience to future challenges and emergencies.

57. These principles interrelate in many ways and it is likely that there may be conflict between them at times. In that case, the public health of residents

will take precedence, with a balance sought across the other outcomes and any negative impacts mitigated as far as possible.

Learning from others

58. Whilst the specific challenges that York faces may be different to other places, there will be a huge amount of similarity in different aspects. We will be watching closely the activities of other cities in the UK and across the world, particularly those ahead of us in the curve of infection, to understand what has worked well and what has not.

59. Where we have existing relationships with cities, we will use those to share intelligence. We have already begun discussions with our twin cities of Dijon and Muenster to understand more about what they are doing. They have usefully provided information ranging from the actions taken in recovery through to details of manufacturing protective equipment. We have been in contact with our sister-city of Nanjing to understand how they are recovering and have received an extremely generous donation of 20,000 face masks from the city's Mayor. Wherever possible within the resources we have, we will seek to reciprocate in activities that are of mutual benefit to the recovery of our partner cities and York.

A forward look

60. Whilst a huge amount of effort internationally is now focussed on predicting the future direction of travel and the impacts across the world, this is not a precise science. There are too many variables to provide an accurate predication of impacts or future actions. However, a range of different possible pathways is beginning to emerge. At this point, the most important factors to determine the future direction are the infection rate and Government policy on lockdown and easing of restrictions.

61. To underpin this strategy, we will be producing a working scenario that will be constantly updated as new information becomes available. This will suggest what we see as the most likely pathway from restrictions at a national level and consider the health, economic and environmental impacts

and considerations for York. This will help to put the individual decisions we must make into context.

Annex I – Summary of key activities

Recovery area:	COMMUNITIES	
Strategic Objective	Activity	Related Council Plan Outcomes
Embedding community- and citizen-led support	Ensure ward level actions are taken and support Ward Committees to effectively use ward funding in support of communities' recovery.	Safe communities and culture for all
	Redevelop Adults' and Children's services to fully interact and embed community support and volunteering, making use of the community capacity in evidence through the response phase. Underpin the network of community hubs established through the response phase with a more permanent support model, using volunteer and council staff resource to continue to support vulnerable residents, particularly those who are shielding.	Good health and Wellbeing A better start for children and young people
	Roll-out community and citizen-led support across the city, building on existing Local Area Coordination networks and Local Area Teams, to create an all-age network of support within communities.	
	Embed support for improved mental health and wellbeing within these networks, working in tandem with NHS services.	
Supporting people and communities facing financial hardship	Review and enhance welfare support and financial inclusion framework to mitigate the significant impacts of increased levels of financial hardship, working alongside local and regional partners.	Safe communities and culture for all

Supporting the Care market in need of support	Support the care market in the medium term, identifying models which utilise community capacity alongside domiciliary care providers. The commissioning approach will develop to support place/neighbourhood-based support that is flexible to meet changing needs, and to support strength based approaches, maximising people's ability to care for themselves and stay connected to their communities.	Good health and Wellbeing
Safeguard our most vulnerable residents	Recognising that coronavirus has created increased safeguarding risks for some residents, prioritise our statutory responsibilities to safeguard them alongside partner organisations and communities.	Safe communities and culture for all
	Continue the improvement journey within Children's Social Care to ensure services are as effective as possible and the best outcomes are being achieved for York's young people.	Good health and Wellbeing A better start for children and young people
Reduce the demand on statutory services	In response to likely demand increases for social care services, enhance early intervention and early help models that support people before crisis points are reached and reduce the demand for the finite resources of our social care teams.	Good health and Wellbeing
	Continue to develop provision for respite and short breaks, including the Beehive Centre, to ensure residents with additional needs are supported in what is likely to be a more challenging time.	A better start for children and young people
Support Education Providers	Support the safe opening of schools as they begin to increase pupil numbers and develop more effective models of home/online learning to support the extended phased opening of schools.	A better start for children and young people

	<p>Work with education, culture and leisure providers to develop a new model of secondary education that takes a holistic view of learning and personal/skills development and develops a number of options for delivery.</p>	
	<p>Continue the focus on ensuring we meet our statutory duty on the on sufficiency of school placements and early years settings, and that the schools estate is suitable learning environment.</p>	
Support children across the city	<p>Ensure that all recovery actions support children, and prioritise our role as Corporate Parents to ensure children in care are fully supported in a changing environment.</p>	A better start for children and young people
Build on our programme of Community facilities	<p>Continue to deliver the library capital programme including improvements at Haxby, Acomb & Clifton libraries, linking libraries with the wider network of community facilities to support the resilience of communities.</p>	Safe communities and culture for all
Place public health at heart of decisions	<p>Support our ongoing health protection functions in monitoring coronavirus locally and ensuring appropriate infection prevention and control measures continue for as long as is required.</p>	Good health and Wellbeing
	<p>Provide data and intelligence and an evidence base through the Joint Strategic Needs Assessment process to support recovery / service redesign.</p>	
	<p>Work with the NHS organisations to recommence public health screening and immunisation programmes.</p>	
Deliver the Community Stadium	<p>Progress the completion of the Community Stadium to support sport and leisure events at such a time that it is safe to do so.</p>	Creating homes and world-class infrastructure

Progress Housing Delivery Programme	Continue the Housing Delivery Programme (subject to revised business case) to deliver over 600 new homes, with a mix of tenures, designed to meet key housing need with a focus on promoting sustainable communities	Creating homes and world-class infrastructure
Recovery area:	ECONOMIC	
Strategic Objective	Activity	Related Council Plan Outcome
Support Economic Recovery	Develop a citywide economic recovery plan with partners that builds on York's strengths to create the conditions for strong economic recovery with inclusive and clean growth.	Well-paid jobs and an inclusive economy
	Provide coordination and support to ensure businesses in the city centre and secondary centres can adapt as far as possible to the changing economic conditions.	
Ensure Safe Operation of the City	Deliver a One Year Transport and Place Strategy which puts in place necessary measures to support safe and effective operation and street management, whilst creating the environment in which the city's retail and hospitality sectors can reopen as it is safe to do so.	Well-paid jobs and an inclusive economy Getting around sustainably

<p>Deliver effective transport systems</p>	<p>Deliver a One Year Transport and Place Strategy with bold interventions to accelerate the city's move towards active and sustainable transport, with short-term pragmatism to accept that the economic recovery relies on people who will only visit the city centre if they can travel with confidence and in a way which they feel safe. The Plan will:</p> <ul style="list-style-type: none"> • Prioritise active transport as the primary form of travel to work • Promote a complimentary park > walk > visit strategy using council car parks outside the people focused city centre • Maintain confidence in public transport • Create a people focused city centre • Support the city's secondary centres 	<p>Getting around sustainably</p>
	<p>In line with the emerging plan, continue to investment in walking and cycling routes and progression of Haxby Station</p>	
<p>Clean Air Zone</p>	<p>Continue the development of York's Clean Air Zone, in tandem with the 1-year Transport and Place Strategy to minimise any emissions and air quality issues related to recovery whilst supporting the longer term pathway to net zero carbon.</p>	<p>Getting around sustainably</p>
<p>Secure a Devolution deal to support recovery</p>	<p>With North Yorkshire Councils, drive forward the devolution process for York and North Yorkshire, in order to consult with residents and businesses to help shape the asks and powers to support the economic and community recovery process</p>	<p>Well-paid jobs and an inclusive economy</p>

Utilise and enhance the skills within the city	Develop an adult learning and skills plan linked to the economic recovery plan for the City, working with education providers and businesses. This will support both young people who have had a disrupted experience of their formal education and people displaced from the workforce as part of the impact of coronavirus to re-train for new job opportunities that will arise during recovery and support young people to re-engage with education and training to develop the correct skills for the new economy.	Well-paid jobs and an inclusive economy
Progress Major Developments	Continue major developments such as York Central, Guildhall, Castle Gateway (subject to review) and other investments to maximise their role in supporting an inclusive economic recovery for the city.	Creating homes and world-class infrastructure
Recovery area:	CORPORATE	
Strategic Objective	Activity	Related Council Plan Outcome
Opportunity to innovate service delivery	Continue to support more agile and flexible working arrangements, underpinned by technology, to build upon changes already implemented across the council to deliver improved efficiency and effectiveness in services.	An open and effective council
	Revise and embed an organisational development plan that supports our staff in delivering the services across the city through new and or amended operating models, to embrace the more agile and flexible working arrangements, enhanced technology and support the staff in enhancing their skills and continual professional development.	
Ensure Customer Services reflect	Fast-track development of online solutions to channel shift services to 24/7 digital services and resident communication and engagement. Invest	An open and effective council

changing environment	further in the web team to enable accessibility standards to be met plus a responsive website and form design service to provide solutions to everyday online needs as digital services become embedded and the norm.	
Invest in technology to exploit opportunities	Underpin infrastructure to support new organisational design, flexible workforces and ways of working. Focus digital city work on assisting economic recovery for business and digital inclusion for residents.	An open and effective council
Ensure effective financial planning	Undertake ongoing financial review of revenue and capital spending plans, ensuring financial control, reprioritisation and effective deployment of resources	An open and effective council
	Undertake review of major projects where risks may have changed	
Reengage public with Democratic Processes	Restore and enhance the accessibility of decision-making processes, through remote meetings. Embrace technology to promote a broad range of public meetings to support local democracy and decision making.	An open and effective council
	Launch a refreshed constitutional calendar of meetings which will cover the spectrum of Executive, Scrutiny and regulatory meetings. Revised standing orders to the constitution have been published and will remain under review to further enhance our decision making framework.	
Reshape strategies to reflect new context	Review and develop a revised Council Plan for 2021 onwards which reflects the changed context within the city and the different priority actions required to achieve the 8 council plan outcomes.	An open and effective council

Local Plan	Progress the development of York's Local Plan through to adoption, supporting the future direction of development in the city.	Creating homes and world-class infrastructure
Support Climate Change in Recovery	Re-commence the climate change and carbon reduction programme to support the sustainable recovery of the city, embedding supportive principles in each strand of York's recovery.	A greener and cleaner city
	Continue the development of schemes to mitigate the impacts of climate change, including progressing flood defences with Environment Agency.	
	Develop a strategy for the planting of trees across the city and in flood catchment areas to support the sequestration of carbon and the mitigation and adaptation to climate change events.	
	Consider the feasibility of a virtual Climate Commission or engagement approach for York, linking experts and stakeholders across the city to shape the roadmap to net carbon zero, at such a point in recovery that organisations have capacity to engage.	
	Continue to support the retrofit of council houses for energy efficiency measures.	