

What does the Evidence Tell Us?

The data which is currently being shared through the Public Health network suggests cautious optimism about the peak staying within the capacity of the health and care system however, that is modelled on the measures we have already taken e.g. early discharge, Nightingale hospitals etc.

Clearly that level of capacity is not sustainable in the long term and is also 'storing up' other health and care demand which will need to be dealt with at some point. We must also factor in planned growth in the need for care for those with pre-existing conditions due to Bury's underlying health conditions and the increase in demand for services we were already accounting for.

To respond to this specific modelling is being undertaken to support the work of a sub group of our existing Systems Health and Care Planning Group, to scope out the issues and the potential response models for health and care recovery. This will look at how we blend together the COVID-19 response and managing other health and care needs in parallel to try and avoid spikes in demand as we move through the response and recovery phases.

What will the future hold?

Further analysis is being undertaken to understand which of the above scenarios is most likely however our plans for the medium and long term need to be based on a **new operating model of local government and the wider public sector**.

Based on the planning and preparation that has been put in place we have already seen new ways of working which we must protect post-crisis. If we continue as we are, we will see the following positives as a result of our handling of the pandemic:

- Renewed trust in local government as leaders of place, acting in the best interests of our residents
- Stress tested models of shared public services saving lives and protecting the vulnerable without silos or organisational boundaries
- Digitally enabled working improving outcomes by default, a step change in primary care online provision;
- Work shaped at neighbourhood level based on data and local intelligence; supported by a proactive voluntary sector, with grass roots support;
- Stronger community resilience without the need for state funding and direction.

Our recovery phase will need to encompass all that we had planned for Bury 2030 and more. Our 'Rainbow' children currently witnessing the impact of COVID-19 on their families and communities will view the world very differently to those who have gone before. Already passionate about the environment, the caring qualities of Generation-Z will shape our thinking even more and will be central to our recovery.

Education and enterprise	<ul style="list-style-type: none">○ The impact of schools and provider closures will have differential impact on the cohorts of students across the borough. Clearly the impact will be linked to the length of time educational provision remains closed but it is likely that up to a term of formal education will be missed.○ Our educational results last year suggested we were making progress in improving performance. We need to maintain the momentum here.○ For residents in communities where educational outcomes were already of concern this is likely to hit hardest and the risk of an increased gap in attainment is a concerning reality.
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	<ul style="list-style-type: none"> ○ Work is required to model this in more detail and to work with to schools to provide an alternative curriculum and support to those unable to home school for a longer period. ○ There is also the need to recognise that some people will flourish as a result of being home schooled. There are also adults who are using this time to learn new skills and to think creatively about their future. We need to plan for how to capture enterprise and innovation as well as to support those at risk of being left behind.
Productivity through to prosperity	<ul style="list-style-type: none"> ○ As demonstrated in the recent work by Cambridge Econometrics the Bury business profile has a strong reliance on micro and small to medium sized organisations. Whilst benefiting from a diversity in terms of sectors represented in the borough the impact of COVID-19 on these organisations will be significant. ○ It is important that during the crisis we do not lose sight of the work we had already committed to e.g. regeneration of our Town Centres, the further development of Bury Market etc. These places will have increased significance to residents post-crisis and there is a renewed opportunity for local centres to thrive. ○ Utilising the GM Forecasting work our business support needs to be targeted at supporting businesses to plan for recovery, especially if it is likely to involve several waves of social distancing. Whilst there will be businesses who have to cease trading as a result of the current crisis there are opportunities to look to: <ul style="list-style-type: none"> - Rethinking supply chains: Emphasis on importance of local connections and diversification of suppliers offering opportunities to new entrants - Workforce refresh: People come into employment with new skills and potentially experience from other sectors - New technologies and innovation will come to the fore, along with a different appetite for risk-taking. This will see more entrepreneurs and first-time business start-ups entering GM supply chains and Bury has the experience to support them - The need to be able to plan for economic shocks and business continuity will be widely recognised creating more work for those advising businesses and providing organisational development expertise. These are high value organisation who would be valuable to the Bury economy in terms of our plans to raise aspirations amongst our children and young people.
Housing and the Environment	<ul style="list-style-type: none"> ○ One of the strengths of our response to the crisis has been the fast interventions delivered to support those with additional housing and accommodation needs. Six Town Housing have worked with us to identify their vulnerable residents and also to support the acceleration of 'A Bed Every Night' to ensure our homeless are off the streets. ○ Again it will be important to learn from these experiences and understand how we can use such capacity in the future to address issues with housing and homelessness, and how to finance that. ○ The other noticeable impact of the social distancing and lockdown restrictions has been on our environment. People have valued access to green spaces more than ever and the change in air quality as a result of less transport being required have been reported across the borough. This provides the impetus to press ahead with our programme of climate change commitments so that we can see long term benefits from this behaviour change.

<p>Culture and creativity</p>	<ul style="list-style-type: none"> ○ Across the cultural sector new content and modes of delivery are being developed to meet demand for those currently social distancing. ○ The formal programme for Town of Culture has been replaced with the rapid development of a COVID-19 culturally appropriate offer to showcase the best that Bury has to offer. ○ In the background plans continue to use our cultural strengths to engage with communities to capture their experiences of this experience and plan for the need to commemorate and celebrate when we move into recovery. ○ The Partnership formed round Town of Culture will be utilised here so that communities and residents can have their say in the design of the next twelve months. Culture and social interactions will be more important than ever.
<p>Health and happiness</p>	<p>Systems Thinking:</p> <ul style="list-style-type: none"> ○ As noted above, a separate Health & Care Recovery Plan is being developed through Systems Board to focus on the specific requirements of providing care during the crisis <i>and</i> as we move through the possible scenarios of how COVID-19 cases and treatments may develop. ○ Within this is longer term thinking about the implications for the H&SC sector in Bury and how it will be re-shaped by the crisis. It will emerge stronger, more resilient and more integrated than before, enabled by the increased use of new technology and digital services. However, plans need to be made now to capture and embed these new ways of working across the Primary Care Network, the LCO and OCO and wider system. ○ The sector consists of business who will be as affected by the pandemic as those in other sectors. The OCO and Council is providing support to those who need it however further consolidation and changes to the infrastructure of health and care should be considered so that what we emerge with is fit for purpose. <p>Population Planning:</p> <ul style="list-style-type: none"> ○ Whilst understandably the focus in the short term is on the COVID-19 response the OCO has already started to model the impact on people's mental and physical health and wellbeing of the crisis. ○ Bury's position in the latest IMD led to concern about the continued gaps in health inequalities and the impact on healthy life expectancy. Prolonged financial hardship and the longer term health impacts of COVID-19 will exacerbate this unless a recovery plan is developed now to support new and emerging and need through early intervention. The identification of vulnerable cohorts should support this work. ○ Deferred treatment for underlying health conditions will create increased demand and the techniques newly developed to support care in communities will need to be extended and improved (e.g. online consultations, shared records, referrals through INT to MDTS etc.) ○ Whilst we were already developing a shared commissioning and delivery strategy across the OCO and LCO this will need to be revisited with recognition of the new ways of working we are seeing now and the resource that will need to be there is the future if we maintain the current ratios of patients being cared for in the community. ○ Supporting people who may have experienced increased isolation and loneliness will also feature in the H&SC Recovery Plan.

Community and cohesion	<ul style="list-style-type: none"> ○ Initial evidence suggests a high compliance rate with social distancing advice from both residents and businesses. That combined with the interest in support to communities through the formal VCSE and social/mutual aid organisations has created a clear picture of the strength of community cohesion in Bury. ○ Religious groups have played an important part in the response so far and will need to be involved further in the recovery plans in order to be sensitive to cultural and religious practice. ○ The lasting legacy of neighbourhood working needs to be at the forefront of our recovery plans with a clear exit strategy for the Council and the OCO as we step back from the current 'hands-on' operational role to the facilitation and support as envisaged in our PSR work. ○ Whilst being mindful not to create dependency the Community Hub model will provide a lasting local infrastructure for the continued evolution of People Powered Bury.
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We will need to look at modelling some different trajectories for what success may look like for each of these criteria based on:

- The toll this takes on our residents in terms of health and wellbeing, there will be a lasting legacy of physical and mental health needs;
- The resilience of our local economy and whether businesses are able to quickly re-model to benefit from the demand that will come post-lockdown;
- Evaluation of the new working practices which emerge as part of our response so that we maintain new good practice and avoid a return to sub-optimal approaches;
- The Government will continue to announce new policies and potentially hold a mid-cycle Comprehensive Spending Review to cover the financial support to the NHS and Local Government which will need to be ready to respond to;
- There are likely to be additional monies become available to support recovery e.g. education and training for our children and young people, support to entrepreneurs etc which we will need to be ready to apply for based on our recovery plan; and
- The need to respect the fact that many people will be in a sustained period of grief after this but we will need to look to the future too; Out Town of Culture programme will need to be much more nuanced.

Whilst there is likely to be one off funding to cover the cost of the crisis we should not forget that we were already calling for a comprehensive review of the funding model for local government. Our work on the response to the pandemic provides an opportunity to influence at a regional and national level through the development of a recovery plan which demonstrates how a new settlement would allow us to continue with the new, improved operating model, but is also clear on the financial pressures we will continue to feel as a result of COVID-19. Therefore, the outcomes of this work will be:

- A short term Corporate Plan for the 'business as usual' priorities which need to be delivered in spite of COVID-19 e.g. SRF for Radcliffe; Prestwich Town Centre etc;
- A new Bury Community Strategy including a revised Transformation Plan; and
- Medium Term Financial Strategy which takes full account of the cost of COVID-19, new government funding available as a result of the epidemic and delivering the commitments previously made at Full Council.

All of these products will be truly integrated across OCO and Council in a way we had hoped for at the start of 2020 but has become the new normal in our response to COVID-19:

- The Community Hubs have highlighted the reality of the strength of pride and passion our communities have, and their ability to mobilise to care for each other.

- The Partnership working that has characterised our response has demonstrated the strength of the bond across the public and private sector.
- Shared understanding of our vulnerable residents has broken down barriers and putting people first, organisations second has characterised our response.

These three key pillars will make our commitment to a new vision for Bury 2030 even stronger. We have built our response to the crisis collaboratively in order to maximise the value of each of our roles; likewise we will celebrate our recovery together; building a better borough through the shared experience of seeing ourselves at our best.

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COVID-19 Recovery Planning

Proposal for BURY BOROUGH GOLD,
INFORMAL CABINET, CCG GOVERNING BODY

SRO: Lynne Ridsdale
Programme Manager: Kate Waterhouse

24rd April 2020

Pre-Coronavirus Strategic Planning

- Bury 2030 Outcomes:
 - Reduced gaps in health inequalities between genders and localities;
 - To address negative change in IMD and reduce deprivation;
 - Reduce in-work poverty through economic growth and regeneration;
 - Improve performance in education and skills to be top performing in GM; and
 - Address climate change challenges and be Carbon Neutral by 2030.
- Refreshed Locality Plan for Health & Care
- Town of Culture

Coronavirus Response Phase

- Coronavirus disease 2019 (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing 2019–20 coronavirus pandemic.
- The World Health Organization (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020.
- On 31 January the first confirmed cases of COVID-19 were recorded in the UK. The first confirmed case in Bury was reported on the 4th March.
- The virus that causes COVID 19 disease is present and spreading in the community. The Local Resilience Forum within the borough of Bury have enacted the measures from Government to delay the spread of infection, including school closures and cessation of non-critical services, plus local responses as appropriate.
- A wider lockdown of society was put in place in March 2020. A Bury GOLD response and supporting structures have been established to formalise and better support the partnership working that has already been occurring between local councils, health partners, emergency services, business and the voluntary, community and faith sectors.

Current Coronavirus Strategic Planning: Response Phase

- Maintain focus on our priorities during the Response Phase, six objectives were agreed:
 1. To support the NHS and social care to cope with the demands on their services.
 2. To keep providing the essential services the Council provides to the people and businesses of Bury.
 3. To help to reduce transmission of the coronavirus
 4. To support our workforce in all parts of the Council and the CCG
 5. To support volunteers and community action to help residents who are isolated and in need of help.
 6. Supporting the economy of Bury and businesses.

Planning our Transition to Recovery

Moving from Response to Recovery Phase

- Scenario planning for case flow and treatment rates:
 - Prioritise Health and Social Care capacity and resilience
 - On-going evidence-led modelling to predict demand and understand other need
 - Planning for COVID-19 and existing demands for care: balancing peaks and troughs
- Start planning now for pre-recovery and recovery phases
 - Plans to ensure our regeneration approach post-COVID achieves economic growth and resilience
 - Capture the good practice and new ways of working
 - Change for the better as a result of our response phase

Moving from Response to Recovery Phase

Scenario 1 Lockdown until vaccine	<ul style="list-style-type: none">• Retain reasonably heavy suppression measures until a vaccine is developed.
Scenario 2 Ease off gradually	<ul style="list-style-type: none">• Ease off suppression measures such as event bans or school closures to keep infection rate steady and manageable.
Scenario 3 Adaptive triggering	<ul style="list-style-type: none">• Ease lockdown once infections decline, reimpose when they begin to rise, repeat.
Scenario 4 Permits	<ul style="list-style-type: none">• Use cheap antibody testing to identify immunity and allow those people 'out'; retain measures for those without a "passport".
Scenario 5 Weekly testing	<ul style="list-style-type: none">• In the early stages of an outbreak, proactive screening facilitates active case finding, as well as contact tracing and quarantining.
Scenario 6 Contact tracing & testing	<ul style="list-style-type: none">• Rollout of a contact-tracking app, combined with widespread PCR testing, to alert people who've been close to someone who subsequently tests positive.

Planning our Recovery: Timescales

Proposed Stages:

1. Opportunities for reflection

- Independent facilitation to capture our journey and experiences
- Individual and collective review of the impact on our ambitions and aspirations for the future

2. Pre-Recovery

- Health & Social Care as cases reduce / stabilise
- Re-start of P2 and P3 services; phasing, social distancing, new ways of workings
- Strategies for managing return to Lockdown if required

3. Recovery

- 12/18 month plan to adapt to a new world and embed lessons learnt

Planning our Recovery

- Recovery in an emergency planning context is defined as the process of **rebuilding, restoring and rehabilitating** the community.
- This will involve:
 - **Learning** from the experience of the COVID-19 response
 - **Leading** the complex set of partnership actions that will be required post emergency
- It is a complex social and developmental process rather than just a remedial process.
- Evidence from other emergency response situations such as Grenfell Tower, Manchester Arena and others demonstrates the importance of local government in facilitating the work but that this must be done with and on-behalf of those affected.
- Recovery is best achieved when the affected community can exercise a high degree of self-determination.
- The outcome of this will be our **legacy** from the emergency response.

Planning our Recovery – Where will be starting from?

- Health Impact:
 - COVID-19 case predictions and impact on long-term health
 - Current projections on length of time for social distancing
 - Impact for underlying health conditions
 - Impact on mental health and wellbeing
- Economic Impact:
 - Economists are now estimating that just the current short lockdown could result in a near 10% drop in GDP for 2020
 - OBR expects real GDP to fall by 35% in the second quarter of this year. Bury prediction is similar to national average
- Educational outcomes:
 - Predicted grades modelling?
- Financial Impact
 - Council Budget
 - The Centre for Policy Studies (CPS) estimate that coronavirus crisis is likely to cost the Government £246bn this year. Borrowing could hit £300bn this year, double the UK's current level of healthcare spending.
 - A three-month lockdown followed by three months of looser restrictions will cost £127bn in direct bailout costs and £119bn in indirect costs such as lower tax revenue.
 - CCG Budget

Future Recovery Planning: Building on Strengths

- Our COVID-19 response has highlighted the reality of the strength of our communities, and their ability to mobilise to care for each other – Bury 2030 made real!
- The Partnership working that has characterised our response has demonstrated the strength of the bond across the public and private sector.
- Shared understanding of our vulnerable residents has broken down barriers; putting people first and organisations second has characterised our response. We need to capture and build on these achievements:
 - Health and Social Care
 - Additional community capacity developed safely and at pace
 - New care pathways introduced and supported across the primary care network
 - Digitally enabled consultations and new digital working practices strengthening offer
 - Discharge and care packages implemented with support from INTS, MDTs and PCNs
 - Workforce planning and redeployment across the health and care system
 - Community Hubs
 - Support to the shielded list for food and medicine
 - Maximised capacity from voluntary sector, mutual aid and volunteers
 - Staff re-deployed and re-skilled to join Contact Centre and Community Hubs
 - Social support offer under development

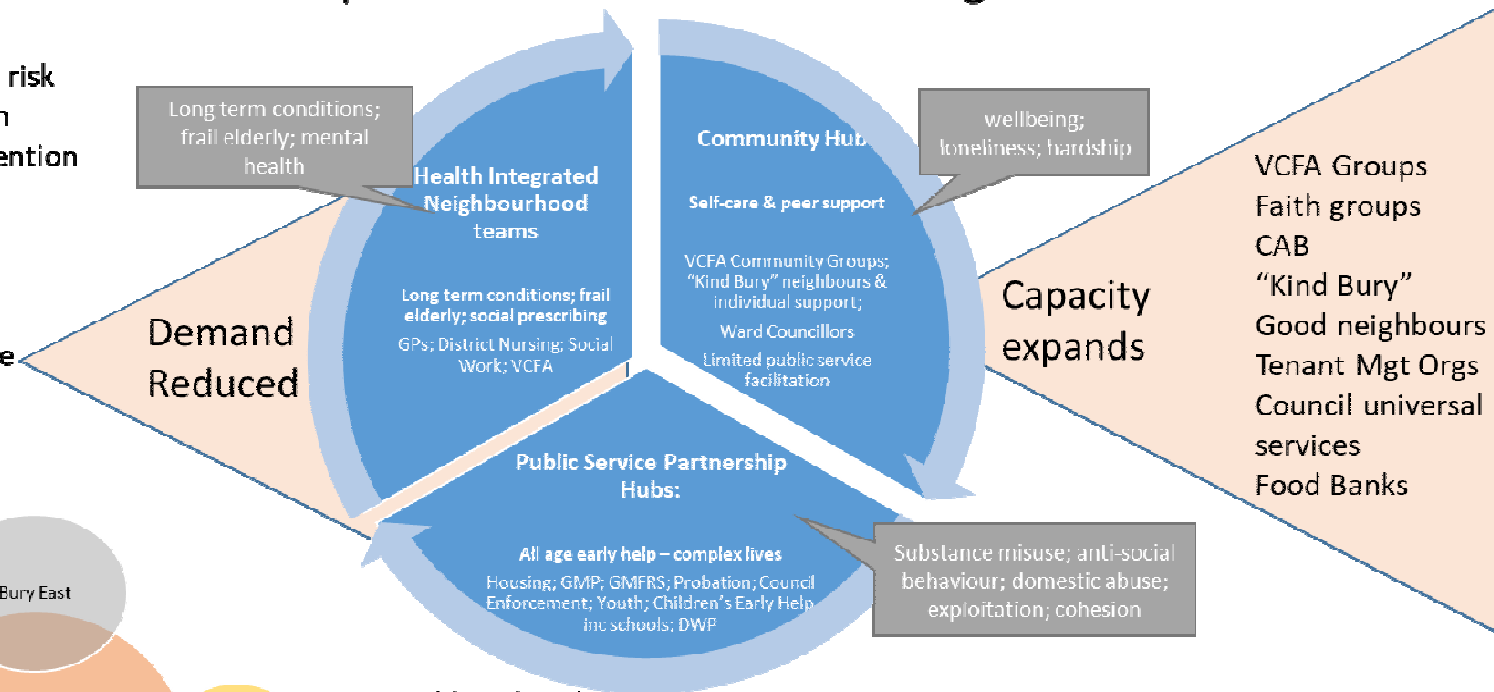
Future Recovery Planning

- Take the best of what we are seeing right now to build a better Bury 2030:
 - Renewed commitment to the importance of place-based leadership and our ability to act in the best interests of our residents;
 - Stress tested models of shared public services saving lives and protecting the vulnerable without silos or organisational boundaries;
 - Digitally enabled working improving outcomes by default, a step change in primary care online provision;
 - Work shaped at neighbourhood level based on data and local intelligence; supported by a proactive voluntary sector, with grass roots support; and
 - Stronger community resilience without the need for state funding and direction.

Bury Neighbourhood Model

Three Components of one team in each neighbourhood

- Shared case risk stratification
- Early intervention
- Targeted Resources
- Asset-based approach
- Single, active case mgt –
- keyworker approach



Neighbourhood teams addressing local issues; informing borough-wide resources & Strategy



Future Recovery Planning

- Work streams for Recovery / Legacy Planning
 1. Health and happiness
 2. Housing
 3. Environment and Climate Action
 4. Education, skills and encouraging enterprise
 5. Economic growth; productivity through to prosperity
 6. Culture and creativity
 7. Community and cohesion
- The outcomes of this work will include:
 - A new Bury Community Strategy
 - Integrated financial recovery plans

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Governance

- **Agree strategic aims for Recovery Phase (to be agreed):**
 - *To restore the social, economic, health and mental well-being of the borough post COVID-19; and then to be in a better place to deliver our 2030 ambitions than we were before*

- **Agree draft objectives (to be agreed):**
 - Develop methods of community and local engagement for appropriate and meaningful involvement in understanding the experience of COVID-19 and the impact on the borough
 - Capture cost-benefit analysis and evaluation of the new ways of working developed during the response phase and agree process for maintaining best practice
 - Develop a focused and sustainable recovery action plan, endorsed and supported by Team Bury
 - Help Bury communities and businesses to recover and move forward as speedily as possible through an effective, collaborative, and well-communicated multi-agency response
 - Celebrate and commemorate the contributions made to support our communities through the incident and give the public opportunities to acknowledge their impact
 - Reinforce and restore public confidence in the resilience of Team Bury to protect the public from critical incidents

Governance: Structures

- GMCA creating a Recovery Cell in addition to the other Emergency Response structures:
 - Representation: Chaired by Carolyn Wilkins (Oldham CEX)
 - Support through GMCA
- Proposal to replace one of twice weekly OCO & Core Silver Meetings as the 'Bury Recovery Board':
 - Clear link to Health & Care Recovery Board (Howard Hughes & Nicky O'Connor)
 - and into Business Silver for the Town Centre Recovery Planning
- Need to link into national and regional governance structures:
 - MHCLG requirements
 - Regulators and sector based guidance
 - etc