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7 September 2020

## **EXECUTIVE**

A meeting of the **Executive** will be held on **Tuesday, 8th September, 2020** in the **Virtual Meeting - Virtual Meeting** at **10.00 am**

PHIL SHEARS  
Managing Director

### **Membership:**

Councillors G Hook (Leader), Dewhirst (Deputy Leader), Connett, J Hook, Keeling, MacGregor, Taylor and Wrigley

**Please Note:** Filming is permitted during Committee meeting with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public. By entering the Council Chamber you are consenting to being filmed.

## **A G E N D A**

### **Part I**

6. **Organisational Recovery Plans** (Pages 3 - 16)  
Verbal update.

If you would like this information in another format, please telephone 01626 361101 or e-mail [info@teignbridge.gov.uk](mailto:info@teignbridge.gov.uk)

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# TDC COVID-19 Recovery Update

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Presented to The Executive 8<sup>th</sup> September 2020

Tony Mansour  
Recovery Project Lead

# Work Undertaken

- Overview of TDC's response to the pandemic to date- provided to O&S on 14<sup>th</sup> July
- Agreement to establish O&S working groups – Agreed by O&S on 14<sup>th</sup> July
- Review of T10 projects and PIs - completed by service leads in July
- Recovery framework established and agreed, project Leads and teams put in place and project frameworks documents agreed for each theme area
- 4 • Draft objectives determined, key stakeholders identified and reporting mechanisms agreed- SLT updates, meetings with portfolio holders etc.
- Establishment of a Data and Intelligence Cell – methodology and project plan devised
- Internal review of our response phase emergency planning protocols conducted (preparation and organisational resilience for a second wave/ local lockdown and a potentially challenging autumn and winter.
- Previous O&S group provided with qualitative survey questions to assess the Community Impact of Covid.

# Work in Hand

Short/ medium term

- Continue to identify quick-wins and funding opportunities
- Implementation of our Data and Intelligence Plan
- Support the establishment of the O&S task and finish groups (subject to reorganisation)
- *1. To establish what impact COVID 19 has had on rural, coastal and urban communities within Teignbridge District and to make recommendations to Overview and Scrutiny Committee.*
- *2. To review the Council Strategy 2020-2030 objectives and actions in light of the issues arising from the lockdown due to the COVID-19 pandemic and the report of the COVID-19 Community Impact Task & Finish Group.*

# Upcoming Work

- Quantitative and qualitative data collection
- Reports to be provided by O&S working groups
- 9 • Engagement/ workshops with key stakeholders
- Determine recovery objectives and outcomes by theme area

## Long Term Goals

- Construct overarching and theme specific recovery plans for TDC
- 7 • Complete a comprehensive review of the Council Strategy
- Provide reportable actions, outcomes and projects by service area

# Representation on Devon-wide Groups

- Recovery Coordination Group- Tony Mansour/ Neil Blaney
- Economy sub-group- Neil Blaney
- Climate and Environment sub-group – Will Elliott
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- Data and Impact sub group- Tony Mansour
- Communities sub-group- Rebecca Hewitt
- Devon and Torbay Health Protection Board – David Eaton & Tony Mansour
- Homelessness and Health Cell- Tony Mansour

# Teignbridge District Council COVID-19 Recovery Team

## Data and Intelligence Cell

### Introduction

The COVID-19 pandemic has highlighted the importance of having high quality data as near to real time as possible to support good decision making for the response. As we move into the recovery phase we need different data to help us understand how communities have been impacted by the pandemic and how the support we provide makes a difference. We want to understand both the positive and negative effects being experienced by our communities and shape our policies to respond to their needs.

Our challenge therefore is to gather the right data, both qualitative and quantitative to help us assess the impacts across Teignbridge. This task is challenging and will require a partnership approach, pooling intelligence across the broad spectrum of organisations within the district.

The task of the Data and Intelligence Cell is to gather this intelligence in a coordinated way which avoids unnecessary duplication, to assess the impact of COVID-19 in Teignbridge. The Recovery Team will examine that evidence in order to help us define our recovery objectives across each recovery theme area; Economy, Environment, Place, Communities and Vital Viable Council.

### Working Principles

It is proposed that the work of the group be guided by the following working principles:

- A partnership approach is essential to the success of intelligence gathering to support the recovery, we should work collaboratively to pool data and avoid duplication, ensuring that our partners are not inundated with multiple requests to provide the same data sets.
- We should aim to identify and deliver a 'data warehouse' as quickly as we can. The scope of our assessment could be vast and we recognise that many of the medium and long term impacts of COVID-19 are yet to be realised. We need to ensure we have the means to gather key data on an on-going basis.
- We should aim to be agile acknowledging that we may need to change direction quickly in response to new intelligence or changes in context. We should aim to identify sources of data as close to real time as possible.
- We should aim to be innovative and creative, developing new ways of linking to data and make full use of all the technological innovations at our disposal. This could include finding ways to pool and share data and the development of fully automated dashboards.

### Duration of Work

- Initially 3 months from mid-August until mid-November.
- NB- data collection to assess the continuing impact of COVID-19 will be an ongoing requirement, however it will not fall within the remit of this cell. It will be the responsibility of the cell to ensure we have the means to continue to collect, store and interpret key data moving forward.

### **Membership of Data and Intelligence sub group**

- The Recovery Project Lead
- The Housing Strategy Lead seconded 3 days per week for a duration of 3 months
- A junior data analyst working full time for a period of 5/ 6 weeks from the start of the project (mid-August to late- September).
- Support provided by the consultant and engagement officer as and when required.

### **Tasks for the Data and Intelligence Cell**

- Agree a set of data schedules for each recovery theme area and undertake an audit of local data sources. Discuss and agree the pooling and storing of shared data.
- Prioritise which data sets require urgent collection to help our services pivot and respond to rapidly emerging demand.
- Support the community impact work being undertaken by The Overview and Scrutiny Committee Task and Finish Group, and ensure that there is no duplication between officer and member led data gathering.
- Develop a method for collecting and assessing people's stories, so we can capture both the positive and negative experiences to be presented alongside quantitative data.
- Consider and agree what our outputs should be e.g. a set of interactive dashboards, and a written report.
- Lead on the collection of data to assess the impact of COVID-19.

### **Impact Assessment Methodology**

The methodology below draws on the Manchester University (alliance) framework for planning recovery and renewal strategies (The Manchester Briefing on COVID-19).

#### **Purpose**

The purpose of undertaking impact assessments is to enable the prioritisation of recovery activities and identify opportunities for renewal.

Impact assessments enable organisations to determine which sectors, services and communities have been most affected by COVID-19.

They also allow us to rate and understand how COVID-19 has impacted them.

### **Understanding the Consequences of COVID-19- Separating Effects, Impacts and Opportunities.**

For each theme area, we must ask and understand- 'what consequences has COVID-19 had on this area of work?

For each consequence ask-

- Is it an effect, impact or opportunity?
- What is its impact rating- e.g. positive, limited, moderate, and severe?
- Should it be addressed in the short or longer term- i.e. should it be dealt with through transactional or transformational activity?

**Effects:**

An effect can be addressed by a direct, wider or strategic recovery action depending on the desired scaler of the intervention.

Effects can be addressed by activities in the short-term.

**Impacts:**

An impact can also be addressed by direct, wider or strategic recovery action, but only a strategic action can approach the impact comprehensively.

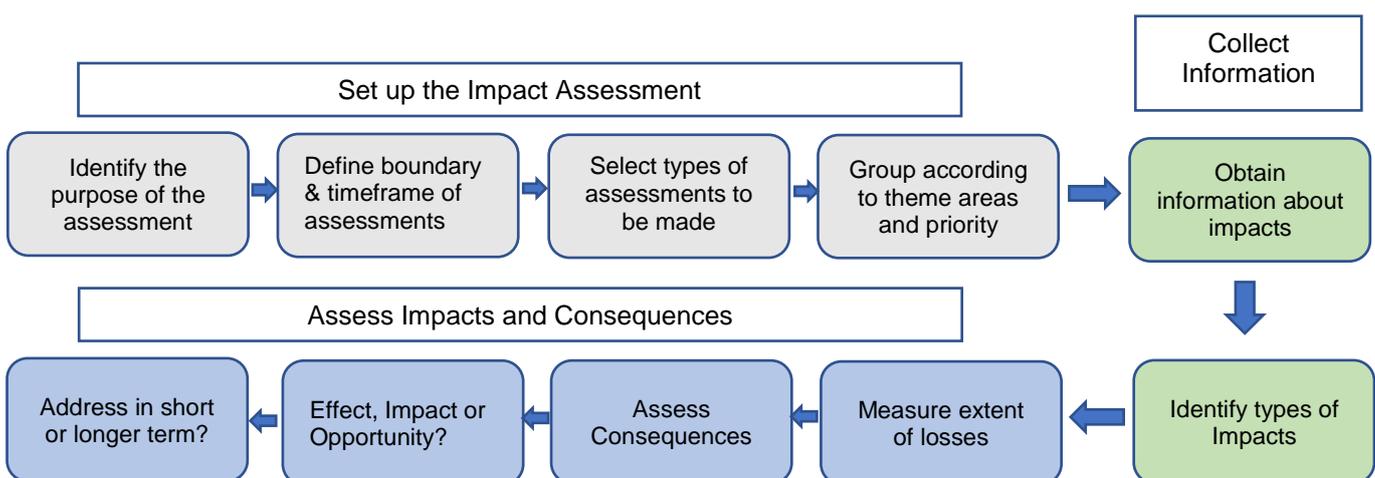
Impacts should be addressed by transformational activities in the longer-term.

**Opportunities:**

A strategic opportunity can also be addressed by direct, wider or strategic recovery action, but only a strategic recovery action can approach the opportunity comprehensively.

Opportunities which have been exposed through COVID-19 can be addressed by transformational activities in the longer-term.

**Impact Assessment Flow Chart**



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# TDC COVID-19 Recovery - Data and Intelligence Plan for Officer Led Work

## 1. Audit of existing data sources:

**Timeframe:** 2 weeks from 7<sup>th</sup> September – 21<sup>st</sup> September.

**Responsible:** Data Analyst\_in consultation with the respective theme leads and Recovery Project Lead.

- Data currently gathered by each service relevant to recovery
- Theme relevant data split into local, regional and national
- Determine the frequency and source of each data set
- Develop a data warehouse/ common collection point
- Collate and establish a means for on-going collection
- Then use this as a basis for identifying the gaps which can be filled through quantitative surveys and qualitative interviews and workshops.

## 2. Literature review (reports, data and case studies which describe the impacts of COVID-19 on people, businesses and communities).

**Timeframe-** 2 weeks from 7<sup>th</sup> September – 21<sup>st</sup> September

**Responsible:** Housing Strategy Lead\_in consultation with the Recovery Project Lead and the Recovery Theme Leads.

- A review of existing literature relevant to COVID-19 Recovery
- Split into local, regional and national
- Where possible split into theme areas
- Capture commonalities, key messages and initial impacts
- Initial impacts to be used as the basis for (and tested through) the development of qualitative surveys and consultation.

## 3. Development of quantitative surveys and consultation

**Timeframes:** Survey development: 21<sup>st</sup> September – 30<sup>th</sup> September  
Consultation period: 1<sup>st</sup> October- 22<sup>nd</sup> October.

**Responsible:** Data Cell Members/ Theme Leads

- Drawing on the audit of existing data sources and literature review, develop quantitative surveys to be used with local residents and key stakeholders.
- Run a 3 week consultation from 1<sup>st</sup> October- 22<sup>nd</sup> October.

## 4. Initial review of quantitative survey findings and develop qualitative questions for theme specific workshops/ spotlight reviews.

**Timeframe:** 22<sup>nd</sup> October- 2<sup>nd</sup> November.

**Responsible Officers:** Data Cell members in consultation with Recovery Theme Leads.

## **5. Hold workshop events/ spotlight reviews**

**Timeframe:** 2<sup>nd</sup> November- 20<sup>th</sup> November.

**Responsible:** Each Theme Lead to lead their respective workshops.  
Recovery Lead to act as facilitator.  
Admin support required to help record and collate findings.

## Questions to be used by the O&S working group - Assessing the Impact of COVID-19 on communities in rural coastal and urban areas.

1. What significant consequences has COVID-19 had on the work of your organisation, or the work that you do?
  2. What concerns have been raised with your organisation about the impact COVID 19 has had on people within your community? Please provide details
  3. Can you provide any information about disproportionate impacts on specific groups including those that experience disadvantage or discrimination?
  4. What concerns have been raised with your organisations about the impact COVID 19 has had on other local businesses and organisations? Please provide details.
  5. In your view, what impact has COVID 19 had on the local environment and infrastructure?
  6. What is the priority for your organisation and the work that you do, and what support from Teignbridge Council could help you meet your objectives? Whilst direct financial support is likely to very limited, some examples of how we can help can include:
    - Providing advice, support and guidance
    - Partnership working
    - Digital skills and communication support
    - Signposting to help, information and training
    - Identifying potential sources of funding
- A) Your priorities and support needed in the short term (next 6 months):
- B) Your priorities and support needed in the medium to long term (2-3 years)
7. What opportunities has COVID-19 provided your organisation with?

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