

Leisure Division Recovery planning

Aim

- 1) To protect and support Carmarthenshire's residents through the coronavirus pandemic
- 2) To innovate and adapt services to support the people of Carmarthenshire into the future

Intermediate Outcomes

Our residents are safe and looked after

Our workforce feel supported and able to prepare for the future

Our partners have our support to protect & prepare them for the future

Open, ongoing communication underpins our way of working and meets the needs of the public

New and innovative ways of working and operating are developed to maximise future opportunities

Repurposed services make an ongoing difference to those people in greatest need and are able to make the greatest impact post pandemic.

Assumptions

1. The public & many of our partners **need support** through this pandemic
2. Many people will lack **awareness, motivation, resource, and opportunity** to maintain good health, well-being and basic living standards
3. The division can and will need to access **additional support** through other agencies such as Welsh Government, National Agencies, & private and voluntary sectors
4. Individual services will develop their own **resilience plans** to protect, and prepare for the future
5. The **division** will not be able to support every aspect of people's lives, but will play a fundamental role in terms of health and general well-being
6. Recovery planning will be based on **4 key stages**: a) **Baseline** (pre-pandemic state); b) **Emergency protection** phase (acute lockdown period); c) **Prepare and adapt** phase (with likely phased lifting of lockdown restrictions, over circa 12 months); **Prevail** phase ('new normal' period)
7. **Some partner organisations may not survive** the crisis period
8. The current pandemic is reinforcing **inequality**.
9. **Digital solutions** will play an ever increasing role in our future planning and delivery models
10. We need to **rely less on traditional building based solutions, and more on independent community based provision** to make the greatest impact post pandemic.
11. We'll have **less financial resources** to deliver services, for the foreseeable future
12. The **pandemic will pass**, however, some **social distancing** measures are likely to play a part in all of our lives for a considerable time into the future.

Actions

Engage, respond, listen, and understand what the sector needs to shape the approach

Include external, cross-sector thinking and learning to innovate and adapt

Re-clarify purpose of each service – why does it exist, then ask what does it do, and how?

Communicate regularly & effectively – internally & externally

Identify and repurpose delivery models

Create an effective learning and evaluation feedback framework & assess impact

Key Principles

- 1. Build back better**
- 2. People centred**
- 3. Collaborate not duplicate**
- 4. Alignment with existing plans and strategies**
- 5. Constantly seek a more resilient, efficient and sustainable delivery model for the longer term.**
- 6. Focus on what will make the biggest difference**
- 7. Keep it simple – make it happen**

Emerging themes from Service plans

Service area	Scenario / description							
		Staff	Customers / end users	Assets / Environment	Communication	Systems	Finance	Other / political
Emerging themes:	Accelerated digital and agile working culture and capability – may need to shift job emphasis / skills.	Some will have 'found' alternative means of engaging or being self-sufficient	Indoor environments may be less attractive moving forward	Digital is key, but could be subject of overload? Brand loyalty is vital – trusted & accessible	Greater reliance on digital systems and teams to develop and administer online	Cashless world Short to medium term, income will be significantly affected.	May be an opportunity to test some new models of working during 'Prepare & Adapt' (3 rd) phase to provide proof of concept some service changes e.g. an alternative to the closure of a building could now be proven to not only replace, but enhance a service to end users	
	Widened scope of opportunity broadening skills and experiences of some staff; widened gap between flexible/ committed staff and inflexible/ uncommitted.	Greater awareness of 'local' / self-service, or online offer	Likely prolonged social distancing and hygiene measures in place. Less numbers, or larger / different spaces, or longer opening times, with careful consideration of amenities required.	Communication needs to be easy, instant and 24/7 , by whatever means suits best	Make transactions simple, effective, automated and integrated	Value for money key to end user / public Services may cost more if less numbers per m2, and more restrictive operating measures		
	Greater opportunity for innovation / innovators	Some will crave social interaction Fear of large gatherings, and will be selective	Less reliance on 'social gathering' buildings?		Systems will need to provide intelligence and insight to learn, hold and use preferences and aide decision-making.	Capital and external funding opportunities will be scarce. Service-model is key		
	Some anxiety / worry for future	Greater inequity Values revisited				Evidence of impact v investment critical.		