

Recovery and Renewal Action Plan

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service	Alison Broom Chief Executive
Lead Officer and Report Author	Angela Woodhouse Head of Policy Communications and Governance Anna Collier Corporate Insight, Communities and Governance Manager
Classification	Public
Wards affected	All

Executive Summary

This report details proposed strategy and actions for recovery and renewal from the COVID-19 public health emergency. The actions presented in **Appendix A** of this report have been developed following Councillor and Officer input, including briefings, workshops and, formal debate across committees. The cost of the Action Plan is included at **Appendix B**.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

Approve the Recovery and Renewal Action Plan at Appendix A and associated costs set out at Appendix B.

Timetable

Meeting	Date
Policy and Resources Committee	23 June 2021
Policy and Resources Committee	21 July 2021
Communities, Housing and Environment Committee	31 August 2021
Economic Regeneration and Leisure Committee	14 September 2021
Policy and Resources Committee	15 September 2021
Strategic Planning and Infrastructure Committee	21 September 2021
Policy and Resources Committee	20 October 2021 and 6-monthly for 24 months

Recovery and Renewal Action Plan

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>The actions recommended align with the Council's ambitions set out in our strategic plan including the areas of focus agreed by Full Council in February 2021 for 2021-26</p>	Head of Policy Communications and Governance
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The Action Plan is cross-cutting and will have a positive impact on the Council's cross cutting objectives and in particular that deprivation is reduced and social mobility is improved</p>	Head of Policy Communications and Governance
Risk Management	The Action Plan has been put in place to mitigate the risks arising from impacts of the COVID-19 pandemic to our economy and communities and the Council.	Head of Policy Communications and Governance
Financial	<p>In addition to the un-ringfenced grant, the Government has announced the £56 million 'Welcome Back Fund', Maidstone's allocation from this fund is £153,551.</p> <p>Several ringfenced and other grants will continue support specific activities related to the Council's COVID-19 response. These</p>	Section 151 Officer & Finance Team

	<p>include the Contain Outbreak Management Fund (COMF), from which Maidstone has been allocated £222,043 for 2021-22, in addition to £371,103 devolved from Kent County Council during 2020/21, Test and Trace Grants and New Burdens funding.</p> <p>However, as part of the local government financial settlement for 2021/22 councils across the country received additional resources for addressing COVID-19 and its effects. This was reported to the Policy and Resources Committee on 10 February 2021 where it was noted that Maidstone’s share of the un-ringfenced grant was £860,000.</p> <p>The Council also has access to other funding streams which may be used to support certain activities linked to recovery planning. These include s106 funding for town centre planning, and income retained through the Kent Business Rates Pool which can be used for activities which support economic development more widely.</p> <p>Costs are set out in Appendix B</p>	
Staffing	Staffing implications have been set out in the Action Plan where additional staffing resources are needed to deliver the projects.	Head of Policy Communications and Governance
Legal	<p>The Council has a general power of competence under section 1 of the Localism Act 2011 to do anything an individual can do provided it is not prohibited by other legislation.</p> <p>The Local Government Act 1972, section 111(1) also empowers a local authority to do anything (whether involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The</p>	Legal Team

	<p>recommendation and the proposals in this report regarding recovery and renewal from the COVID-19 pandemic are arrangements that can be undertaken under the above legislation.</p> <p>The Council will also be obliged to comply with relevant legislation, such as the Coronavirus Act 2020, related regulations, the Public Health (Control of Disease) Act 1984 and such other updated legislation required to address the continuing impacts of the COVID-19 pandemic on the recovery proposals being considered by the Council as part of the "Build Back Better" agenda.</p>	
Privacy and Data Protection	Some of the projects may require data protection impact assessments if they involve new activities and/or personal data. These will be completed prior to activities commencing.	Corporate Insight, Communities and Governance Team
Equalities	Some projects may need an EQIA, these will be completed prior to activities commencing.	Corporate Insight, Communities and Governance Team
Public Health	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	The report includes actions that may have a positive impact in terms of crime and disorder with actions on community responsibility, resilience and levelling up	Head Policy Communications and Governance
Procurement	On accepting the recommendations, the Council will then follow procurement exercises for those projects where it is required. Responsible Officers will complete those exercises in line with financial procedure rules.	Head Policy Communications and Governance
Biodiversity and Climate Change	The Committee has identified that the green agenda is important in its approval of the build back better principles, the actions will support the Council's Biodiversity and Climate Change Strategy,	Head Policy Communications and Governance

	particularly those set out within The Way We Work theme.	
--	--	--

2. INTRODUCTION AND BACKGROUND

2.1 This report brings together the work that has been carried out over a significant number of meetings, workshops and briefing sessions into an Action Plan for Recovery and Renewal.

2.2 The Action Plan at **Appendix A** has been developed for Recovery and Renewal with the following themes:

- Vibrant Economy
- Community Resilience
- The Way We Work
- Responding to Increased Demands

The plan includes Committee responsibility, senior officer responsibility and at **Appendix B** the resources required. The Action Plan has been kept as succinct as possible with detailed descriptions of each action set out in paragraph 2.10.

2.3 As identified in the plan Service Committees will have responsibility for matters that fall within their terms of reference. Policy and Resources Committee will have strategic oversight and progress will be reported every six months to this Committee.

2.4 It should be noted that the Council has existing responsibilities in relation to responding the pandemic and if further surges occur this may result in an increased demand on support for those affected by COVID-19. The Action Plan is such that not all work will commence at the same time, nor will it require the total resource to be allocated and spent immediately. As such if further resources were required to respond to the pandemic, actions and spending could be paused and adjusted and reported to this Committee to ensure the Council remains in a state of readiness to respond.

2.5 The Recovery and Renewal Action Plan at **Appendix A** includes the Council's version of the Build Back Better principles following discussion at Councillor workshops and meetings of this Committee, the links to these principles have been identified in the Action Plan.

Feedback from Service Committees

Communities Housing and Environment Committee

2.6 Members were happy to recommend the actions presented but concern was raised that smaller organisations may not meet the eligibility criteria to apply for funding through the Community Resilience fund. There were also concerns that smaller organisations would be unable to easily receive funding due to their structure. Options are now being researched by the Corporate Insight, Communities and Governance team and guidance will be

updated accordingly. Members also raised that bids should be considered by way of a self-selected panel taken from the Committee Members. This will be updated in the draft guidance at **Appendix F**.

Economic Regeneration and Leisure Committee

2.7 The Committee were supportive of the actions presented. Following a presentation on the MidKent College Skills Hub proposal they recommended that the funding available for the scheme be doubled with the additional funding to be drawn down following successful performance. The Corporate Insight, Communities and Governance team will work with MidKent College and the Head of Economic Regeneration to develop and agree indicators to measure success. An additional project was also considered and proposed for inclusion by the Committee. The Maidstone Riverside Lights project which would be a memorial designed to reduce anti-social behaviour and help connect Lockmeadow, Archbishops Palace and the Town Centre was considered and supported by the Committee. As the Committee have requested further information on the plan and the project can be funded from the capital programme this has not been included in the Recovery and Renewal Action Plan. A request was made to ensure outcomes are clearly identified for the whole range of projects/actions. This has been reflected in a new "what will success look like" section in **Appendix A**.

2.8 The Committee made the following specific recommendations: That they

- a) Support the Community and Skills Hub proposal from MidKent College, and recommend to Policy and Resources Committee that £60,000 be allocated to the project subject to a review taking place at four months;
- b) Endorse the support of the Visitor Economy including retail, hospitality and leisure sectors following the impacts of the pandemic to assist with the return of business as usual;
- c) Endorse the action to invest in industrial and warehouse premises to help de-risk new employment sites coming forward as this will support the Economic Development Strategy Priority 1 - Open for Business;
- d) Endorse the capacity to develop projects and bids for bidding through technical support for the levelling up fund; and
- e) Support the initial concept of the Maidstone Riverside Light Walk to improve links between Archbishops Palace, Lockmeadow and the Town Centre, and recommend to the Policy & Resources Committee that this concept be developed and brought back to this Committee at their meeting on 14 December 2021.

Policy and Resources Committee

2.9 Policy and Resources Committee were supportive of the actions presented. The Committee considered additional information on the Town Centre Strategy, Financial Inclusion and projects identified under The Way We Work. During debate a request was made to review the proposed level of funding for The Way We Work with a view to reduce this and direct more

resources for projects with direct impact on service and policy delivery. Following this feedback the action for expanding technology solutions to enable new ways of working has been removed as this represents existing work already planned for. A decision was also made to review the funding and support arrangements for the Citizens Advice Bureau due to the funding withdrawal by the Money Advice Service. It was identified that any funding remaining after allocation to the projects identified should be invested to support the development of the Town Centre Strategy the amount allocated to this has been increased as a result. It was recognised that the Recovery and Renewal Fund would not be sufficient to fund all the costs of developing this strategy and that funding would also be drawn from S106 agreements, funding already allocated for a project on Sense of Place with the balance to be drawn from other resources with options for years 2 and 3 of the strategy work to be considered through the 2022/3 onwards and Medium Term Financial Strategy process.

2.10 The Committee made the following recommendations:

- a. The Committees broad support for the actions proposed as set out in the papers be noted, with the clear expectation of measurable outputs; and
- b. A meeting be arranged between the relevant officers and the Citizens Advice Bureau to review the existing SLA in consultation with the Chairman and the Vice-Chairman.

Strategic Planning and Infrastructure Committee

2.11 Strategic Planning and Infrastructure Committee noted the actions with no concerns raised; the additional resources requested for Planning were recognised as important allowing for greater resilience and the Committee expressed their support.

2.10 Detailed Description of the Actions for Recovery and Renewal

Vibrant Economy

- **MidKent College Skills Hub** - Mid Kent College is proposing a town centre venue to provide accessible training, careers advice, and employability support for all residents, but particularly young people in an informal environment in partnership with others such as the Department of Works and Pensions (DWP), and the Youth Steering Group, see **Appendix E**. As a pilot project its design and implementation would be monitored as part of a proposed new Anchor Institution Partnership. The hub will link job opportunities with local people through a collaborative approach to skills, training, education, and employment.
- **Invest in industrial and warehouse premises to help de-risk new employment sites coming forward** – Having business ready premises is identified as an action under the priority “Open for Business” within the new Economic Development Strategy and also has synergy with the actions in the Strategic Plan. The Business

terrace and Innovation Centre are excellent examples of where the Council has invested to create facilities in support of start-up and expanding small and medium enterprises. We will endeavour to identify similar projects for capital investment; this will not require revenue resources from the Recovery and Renewal Fund

- **Transform the Town Centre through the development and delivery of a Town Centre Strategy** - A background report to the Town Centre Strategy is attached at **Appendix D**
- **Vibrant Visitor Economy** - project aims to support the retail, hospitality and leisure sectors return to a more sustainable business by boosting the Council's capacity through digital marketing/social media to attract consumers to attend events, visit our towns and villages and, attractions and stay in the Borough. Competition to capture the staycation market will be intense over the next 12 months
- **Capacity to develop projects and bid** - it has been identified that the Council needs to increase the capacity to develop projects and bid for funding to ensure we maximise any opportunities for external funding and support.

Resilient Communities

- **Establish Community Compact** – Establish working arrangements with the Voluntary and Community Sector as agreed by the Communities, Housing and Environment Committee in November 2020.
- **Support and Encourage Volunteering in the Borough** - A joint project with the Voluntary and Community Sector to develop a system/approach/support to enable and encourage volunteering. This will then be supported through changes to the Service Level Agreement with Involve.
- **Online Community Participation** – Create community participation through an involvement space online for real time/dynamic interaction with the public. Online system supply and license to use.
- **Equip Trinity Foyer to be a Community Hub** - Supply and fit of IT and office equipment to create a hub which will allow training and meetings and other services to be provided.
- **Love Where You Live and Get Involved** - Community environmental projects to encourage a sense of civic pride across communities; meeting a desire not only to live in a clean and attractive place but also to actively contribute to transforming, enhancing and maintaining those spaces. Funding at this scale would enable work with up to 8 local groups, providing support to enable them to set up and get going.

- **Financial Inclusion Strategy and Actions** - The Strategy at **Appendix C** has been developed building on previous decisions for example with respect to debt recovery procedures and support for low-income households and linked financial inclusion projects already in place. The strategy contains an action plan for financial inclusion with 4 workstreams. To deliver this plan successfully there is a need to employ a dedicated resource (additional post grade 7-8) to focus on the agenda and ease some of the pressures on the team. The need for a strategy and to define our approach to financial inclusion has been heightened because of the low levels of financial resilience in the Borough following austerity, welfare reform, fuel price increases and then the impact of the pandemic which has increased the support needed for our most vulnerable residents. If we successfully deliver the strategy over the next five years, we will have achieved:
 - A coordinated approach across the Council, voluntary sector and key partners to address the underlying causes and impacts of poverty
 - A data led approach to identify and target coordinated support to residents in financial crisis or at risk of moving into financial crisis
 - A reduction in the number of households living in fuel, water, or food poverty
 - A reduction in the number of households at risk of eviction or struggling with Council Tax debt because of financial difficulties
 - Increased awareness and take up of mainstream financial services amongst low income households
 - An increase in available income for those on the lowest income within the borough by ensuring they receive the benefits they are entitled to

- **Community Resilience Fund** - set out in **Appendix F** has been proposed following the successful Winter Funding Grant whereby small and large voluntary and community sector groups were able to bid for money to run initiatives to keep vulnerable people warm and fed. The themes for the fund have been identified because of our survey of the Voluntary and Community Sector (VCS) earlier this year, which shows a significant change in demand for services in relation to Mental Health and Isolation and Loneliness. This was also evidenced in our resident survey carried out in 2020 on the impact of the pandemic. The Fund will provide one-off money of between £500-£5000 to support projects run by the VCS that benefit the residents of Maidstone centred on mitigating the impact of the pandemic. A draft scheme structure and application process has been designed (at **Appendix F**) which incorporates best practice from local authorities across the country and is mindful of our recent learning with the Winter Funding Grant; the scheme should be kept as simple as possible to maximise uptake.

The Way We Work

- **Ensure staff have the right equipment (office and home) to enable new ways of working** - The Council has an existing ICT replacement strategy to provide for the upgrade and/or replacement of desktop equipment on a rolling programme. The budget that already exists will be focussed on ensuring that people have the right equipment and resources for new ways of working.
- **Embedding new ways of working and ensuring the office is fit for purpose** - Increased staff capacity in Transformation for one year to enable the introduction of new policies, procedures, practices to support new ways of working and reduce future running costs - £50,000. IT have identified £25,000 for consultancy and £15,000 in support for the roll out of Microsoft 365. As this is associated with a capital project the cost will be allocated to the capital programme.
- **Increase HR capacity to facilitate agile working and new ways of working** - The objective of the culture change programme will be to review the work undertaken in this area and to gain feedback from our employees on organisational culture, to change and develop the council to meet future workforce requirements.

Responding to Increased Demands Arising from COVID-19

- **Business Grant Distribution** – Over £62.6 million of grants were distributed to businesses in the Maidstone borough by the Finance, Economic Development and Revenues teams. There were a number of grants made available by the Government and managed by local authorities. Several grants ran concurrently, and it was crucial these grants were delivered swiftly. Staff were re-deployed from different areas within the Council to help the teams.
- **Revenues and Benefits Citizens Advice Post** – Getting customers to engage with the Revenues team when they are in financial difficulty is extremely challenging as customers can be suspicious of the support offered. Council Tax arrears are often an indicator of further debt so we have partnered with Maidstone Citizens Advice, a trusted agency, to refer cases to them where we believe a customer may be in need to debt advice. We have funded Citizens Advice for one year starting from August 2021 to enable them to provide debt advisors to take on this work. We advise the customer we will be passing their contact details to Citizens Advice who will contact them. Although it is early days, Citizens Advice has managed to contact customers and are in the process of helping customers to claim all the benefits they are entitled to and find ways to get as many customers out of debt as they can.

- **Revenues and Benefits Financial Inclusion Officer** – A Financial Inclusion Officer post was created within our existing resources by reallocating staffing resource. The purpose of this post is to:
 - i) Identify and target those households in financial crisis or at risk of going into financial crisis by signposting customers to get help or to award reductions in the amount of Council Tax to pay where we are able
 - ii) Manage Breathing Space which the Government brought in on 4 May 2021, on behalf of the Council by being the single point of contact for debt agencies where a customer has entered Breathing Space. This person contacts other areas in the Council to identify any debts outstanding, collates them together and then passes details onto the Insolvency Service
 - iii) Actively look to identify and contact Council Tax Support customers in Council Tax arrears to offer further support. This post has grown since its inception which is why there is a need for an additional post to be brought in to ensure those customers who need help really get help.

- **Planning Development Control fixed term post** - During the pandemic Development Control's workload has increased especially for householder applications; it is difficult to say with confidence that this is a temporary effect but anecdotally this is a response to home improvement and in some cases creating a better home working environment. Fee income doesn't cover the additional costs. The resource identified here would enable a short-term response to the pressure, if this proves to be a longer-term trend in demand it can be identified and addressed in the Medium-Term Financial Strategy.

- **Planning Enforcement fixed term post** - Request for an additional short-term post until March 2022 as enforcement activity has risen during the pandemic. Live enforcement cases in April 2020 standing at 219 and the end of April figures for 2021 standing at 379, an increase of 73% over the April 2020 figures. The resource identified here would enable a short-term response to the pressure, if this proves to be a longer term trend in demand it can be identified and addressed in the Medium Term Financial Strategy

- **Increased capacity in Heritage and Landscape** - Proposals are for a Heritage Officer and an Arboriculture Officer for a short, fixed term period. This will help address the increase in the volume of work. Tree applications have increased by 10% on the previous year. Alongside this, due to the recently identified need for all MBC Tree Preservation Orders to be reported to Planning Committee, case workload has increased significantly. The number of 5-day notices has risen from less than 4 per month to 20 per month. A Large volume of TPO requests and many customer inquiries.

- **Increased capacity within Data Analytics to provide support for recovery and renewal projects** - In March 2020 the Council advanced plans to explore the development of performance dashboards to enable monitoring of service performance and COVID-19 cases within the borough throughout the pandemic. Following successful delivery as a proof of concept, a programme of dashboard development across the authority has been produced and started and seven dashboards have already been developed. These are for:
 - Community Safety
 - Customer Services
 - Development Control
 - Information Management
 - Planning Enforcement
 - Street Cleansing
 - Waste Crime

The performance dashboards have proved a significant benefit for these services, enabling them to swiftly monitor performance, identify trends and plan service delivery across the team, without spending officer time producing reports and undertaking analysis. They also enhance strategic oversight by the Corporate Leadership Team. The development of dashboards can be technically complicated and time consuming. Therefore, additional resource is required to invest in order to deliver the programme for the benefit of other teams as well as shape new dashboards for Members and customers.

3. AVAILABLE OPTIONS

3.1 There are three options available to the Committee:

- i. **Approve the Action Plan and costs at Appendices A and B with a six monthly reporting process**
The Recovery and Renewal Action Plan has been developed collaboratively with Councillors through an iterative process including comment and input from all Service Committees, it builds on the Council's previous work on response, renewal and recovery and the work carried out to refocus our Strategic Plan.
- ii. **Amend and Approve the Action Plan and costs at Appendices A and B, with a six monthly reporting process**
The plan has been developed through an iterative process and can be further refined, developed and changed in accordance as deemed appropriate by the Committee
- iii. **Do not approve the plan or defer for further work**
The Committee could in effect decide to take no action, there is however a significant amount of funding to be utilised for Recovery and Renewal and to do nothing or delay the actions further would

mean this resource is not utilised in a timely way and the Council could not as easily take advantage of the opportunities and mitigate the impact as a result of COVID-19.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Recovery and Renewal Action Plan has been developed collaboratively with Councillors through an iterative process, it builds on the Council's previous work on response, renewal and recovery and the work carried out to refocus our Strategic Plan. The Committee is recommended to approve the Action Plan for delivery.
-

5. RISK

- 5.1 The COVID-19 Pandemic has had a severe and long-lasting impact on the lives of Maidstone communities and businesses, not responding and effectively planning for recovery and renewal will increase the risk to our communities and businesses as well as the Council. The Council's corporate risk register contains risks relating to the pandemic. The actions proposed will mitigate the risks.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 As well as consultation with Councillors through the Member COVID-19 recovery consultative forum, reports were received on a regular basis by Policy and Resources Committee in 2020 and 2021:
- 24 June 2020: Response to COVID-19 Public Health Emergency approach to recovery from the COVID-19 Pandemic
 - 16 September 2020: Strategic Plan Review – Update on Priority Milestones
 - 20 January 2021: Strategic Plan – Proposed Areas for Focus 2021-2026 and Key Performance Indicators for COVID-19 Recovery
 - 10 February 2021: Strategic Plan Refresh

On 9 June 2021 a virtual briefing was held for Members where information was provided on the impact to date of the pandemic, and stimulated discussion on what 'Build Back Better' would mean for Maidstone, this was followed by a discussion paper on 23 June 2021 and a workshop with the Service Committee Chairs and Vice Chairs. All of this feedback has been

taken into account in the development of the actions for recovery and renewal.

- 6.2 A report was taken to Policy and Resources on 21 July 2021 where the projects and actions for recovery and renewal were agreed for the purpose of engagement with the Service Committees.
- 6.3 All four Service Committees have been consulted on actions which fall within their remit and their feedback has been fed into the final Action Plan presented with this report. As a result of the feedback from Committees a number of amendments have been made to the Plan including an increase in funding for the project with MidKent College and the addition of a new section to the Action Plan to show what success will look like focused on outcomes.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Once the final action plan has been agreed work will commence, each Committee will be updated on the progress of the actions within their remit every 6 months. Policy and Resources Committee will receive an update on the full Action Plan.
-

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A: Recovery and Renewal Action Plan
 - Appendix B: Action Plan costs
 - Appendix C: Financial Inclusion Strategy
 - Appendix D: Town Centre Strategy
 - Appendix E: MidKent Community Skills Hub Proposal
 - Appendix F: Draft Community Resilience Fund, Overview, Application Form and Score Sheet
-

9. BACKGROUND PAPERS

24 June 2020: Response to Covid19 Public Health Emergency
<http://app07:9080/documents/s71373/Maidstone%20Councils%20Response%20to%20Covid19%20Pandemic.pdf>

24 June 2020: Approach to recovery from the Covid19 Pandemic
<http://app07:9080/documents/s71374/Maidstone%20Councils%20approach%20to%20Recovery%20from%20the%20Covid19%20Pandemic.pdf>

16 September 2020: Strategic Plan Review – Update on Priority Milestones
<http://app07:9080/documents/s72419/Strategic%20Plan%20Review%20-%20Update%20on%20Priority%20Milestones.pdf>

20 January 2021: Strategic Plan – Proposed Areas for Focus 2021-2026 and Key Performance Indicators for Covid-19 Recovery
<http://app07:9080/documents/s74258/Strategic%20Plan%20%20Proposed%20Areas%20for%20Focus%2020212026%20and%20KPIs%20for%20Covid19%20Recovery.pdf>

10 February 2021: Strategic Plan Refresh
<http://app07:9080/documents/s75590/Strategic%20Plan%20Refresh.pdf>

23 June 2021: Recovery and Renewal Discussion Paper
<http://app07:9080/ieListDocuments.aspx?CIId=577&MId=4624&Ver=4>

21 July 2021: Recovery and Renewal Actions Report to Policy and Resources
<http://10.201.64.164/documents/s77897/Recovery%20and%20Renewal%20Actions.pdf>

31 August 2021: Recovery and Renewal Actions Report to Community Housing and Environment Committee
<http://app07:9080/documents/s78285/Recovery%20and%20Renewal%20Actions.pdf>

14 September 2021: Recovery and Renewal Actions Report to Economic Regeneration and Leisure Committee
<http://app07:9080/documents/s78470/Recovery%20and%20Renewal%20Actions.pdf>

15 September 2021: Recovery and Renewal Actions Report to Policy and Resources Committee
<http://app07:9080/documents/s78501/Recovery%20and%20Renewal%20Actions.pdf>

21 September 2021: Recovery and Renewal Actions Report to Strategic Planning and Infrastructure Committee
<http://app07:9080/documents/s78640/Recovery%20and%20Renewal%20Actions.pdf>