



**Report to: Communities Committee, 22<sup>nd</sup> July 2020**

**Report of: Corporate Director, Homes and Communities**

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**Subject: WORCESTER CITY COUNCIL COMMUNITY RECOVERY STRATEGY**

**1. Recommendation**

- 1.1 That Committee approve the Worcester City Council Community Recovery Strategy at Appendix 1; and**
- 1.2 That Committee approve the allocation of £25,000 of funding from COVID-19 related Government funding, to act as an enabling budget in order to support and progress the strategy priorities and its action plan.**

**2. Background**

- 2.1 This report introduces the Worcester City Council Community Recovery Strategy (**Appendix 1**) and provides an overall summary of the proposed approach to the community recovery phase to the COVID-19 pandemic.
- 2.2 Over the last twenty years Local Authorities have become well versed with dealing with a range of emergencies such as flooding which require a 'response' to the emergency first and then moving into a 'recovery' phase in order to get back to business as usual.
- 2.3 An example of this is a flooding event where during the response phase agencies work collaboratively to try and mitigate impact of flood waters, providing emergency accommodation for those that require it. Recovery would then involve supporting people back into their home and supporting people to deal with any flood related damage and the longer-term consequences of the flood.
- 2.4 In respect of the Covid-19 pandemic, the focus of the Council's work on Community issues to date has been primarily around Response and has included –
- Supporting the 'Here2Help' community distribution and support hub that has supported the City's most vulnerable residents;
  - Undertaking a matching exercise to link up volunteers with those organisations in the City who required extra resource in delivering their support services;
  - Directly contacting over 600 vulnerable residents on the Government's shielding list to check on their welfare;
  - Providing emergency accommodation to over 30 rough sleepers, with food and medicine delivered directly to accommodation settings alongside access to specialist support services;

- Providing £19.2m in grants to over 1400 businesses and continuing to reach out to eligible businesses;
- Keeping the City’s parks open for residents to take exercise during lockdown;
- Supporting an increase in the number of funeral services required so that bereaved families were not facing extended delays; and
- Financially supporting our Leisure Operator through closure period to ensure continuity of service when lockdown rules permit.

2.5 Recovery from the Covid-19 Pandemic is clearly going to be different from an event such as a flood as the crisis has gone on far longer, has been more extreme and will have more profound consequences than anything agencies have prepared for before.

2.6 It is also possible that as a Council in collaboration with partner agencies, there will be a need to work on Recovery in tandem with the Response phase if local outbreaks occur or if there is a second wave of infections.

2.7 It is also worth noting that, given the impact of Covid-19, Recovery is very likely to span other Emergency Planning events including the end of the Brexit Transition Phase and Winter weather events.

2.8 It is also clear that the sheer scale and breadth of the social and economic impact of this Pandemic means that potentially we will be dealing with many unknowns. Working in partnership with the community and our residents, key partner agencies and our community organisations will be critical to understanding areas of priority need.

2.9 The community recovery phase will require a strong and resilient community-based response recognising the scale and duration of these socio-economic impacts.

2.10 In response to this challenge the Council has developed its Community Recovery Strategy that seeks to articulate the Council’s approach towards community recovery in the context of Covid-19 and the community capacity that the Council wishes to harness and sustain as a result of the pandemic.

2.11 This approach will be built around the Council enabling and supporting our communities to respond to, withstand, and recover from the pandemic, and to increase community resilience for future waves of lockdown, should they be required, either locally or nationally.

2.12 The strategy has identified 9 priority areas for the Council to focus its attention on. These are:

Housing & Homelessness	Leisure, Recreation & Well-being	Financial Hardship & Welfare Support
Anti-social Behaviour	Domestic Abuse	Community Empowerment & Volunteering

Supporting Bereaved Families & Commemoration	Shielding & Vulnerable Population	Rough Sleepers
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- 2.13 These priorities reflect that as the country continues to come out of lockdown the ending of Government intervention will probably result in additional demand for housing support and financial assistance. Furthermore, they reflect the opportunity to sustain support and accommodation for our rough sleepers and transition them to a home.
- 2.14 Also reflected is the importance of our leisure centres, parks and open spaces so that communities can exercise and undertake physical activity and harness the uplift in mobility that has occurred throughout the Pandemic. Aligned to this is the need to celebrate and sustain the community pride and strength that has been displayed and which has been at the heart of the response effort to COVID-19.
- 2.15 Included are priorities that recognise the importance of our residents and communities feeling safe and reassured about their local area, whilst also recognising that the lifting of lockdown will provide the time and space for victims of crime, particularly domestic abuse to seek support.
- 2.16 Sadly the Council's priorities also recognise that the pandemic has directly claimed lives but has also impacted on many other families who have lost loved ones over the last few months. Looking forward, the priorities also acknowledge that there will be a need for continued support to be provided to those who continue to be at most risk and in particular those who may find transitioning out of lockdown more difficult to manage.
- 2.17 The strategy document talks in more detail about each of the 9 priorities and sets out what the Council's ambitions are for each. Included within the strategy is also a detailed action plan that sets out what the Council will do to try and progress our ambitions for each of the 9 priority areas and we will monitor progress through a range of indicators that are also included within the action plan.
- 2.18 Many of the actions are services that we already provide to our residents or projects that are in progress. It will be imperative that we are flexing these services and being both person-centric and pragmatic in how we are reaching decisions as well as trying to fast-track key projects in order to complete them for the benefit of our residents.
- 2.19 Subject to the Committee's approval the Council will share the strategy formally with key stakeholders to identify where there are opportunities to join up and avoid duplication, add value to already existing services and understand better what role we as a council can further play in order to help the community recover from the Pandemic.
- 2.20 The draft Community Recovery Strategy, subject to approval, will sit alongside the Council's Economic Recovery Strategy which will be presented for approval at Place & Economic Development Committee on 27 July 2020.

2.21 Furthermore the Council will play a key role in any Recovery Coordination Group that is convened through the Local Resilience Forum and the Community Recovery Strategy will ensure that the Council is well placed to contribute to the work of this group moving forward.

### **3. Preferred Option**

- 3.1 As per the report recommendations the preferred option is for the draft Community Recovery Strategy to be approved so that as a Council we can set out on a clear path in collaboration with key stakeholders, including our residents and our communities in supporting the recovery effort.
- 3.2 Furthermore it is considered prudent that a relatively small enabling budget is approved to support the strategy and aid the timeliness and efficiency of decisions being taken where spend is required to progress actions or commission further work.

### **4. Alternative Options Considered**

- 4.1 It is important to set out to our residents, communities, partner agencies and community organisations how the Council intends to approach leading and supporting the Community Recovery effort, and on that basis not producing a Community Recovery Strategy was discounted.
- 4.2 Additionally in the absence of a Recovery Coordinating Group being convened through the Local Resilience Forum it is important that the Council charts its own path for community recovery until such time as this group has been formed and an overarching community recovery strategy has been produced.

### **5. Implications**

#### **5.1 Financial and Budgetary Implications**

There are no financial implications arising directly from this report, although an enabling budget of £25,000 is recommended. The Council has received grant of approximately £1,050,000 to help meet additional costs arising from the Covid-19 pandemic and there are no conditions relating to this grant, which can, therefore be used for this purpose.

The Community Recovery Strategy and Action Plan includes a number of strands of activity which may give rise to additional costs to the Council as they are implemented or increase demand on existing hardship and welfare support budgets. To offset this, it will be important to ensure residents are maximising uptake of support where entitled to such as Housing Benefit, Universal Credit and Council Tax Support.

Additional funding has been provided to help the Council to address hardship which can be drawn on as the need arises. The Committee will receive further reports in respect of these demands as the proposals for taking forward each activity are formalised.

## 5.2 Legal and Governance Implications

As focus and attention turns to recovery from COVID-19 the Council will ensure that its recovery strategy and action plan links closely with any Recovery Groups that are formed via the County Strategic Coordinating Group or regionally through the Local Resilience Forum.

Regular updates on the progress of the implementation and development of the Strategy will be presented to the Committee in due course.

## 5.3 Risk Implications

From the outset of the COVID-19 Pandemic the Council has maintained and kept under regular review a specific COVID-19 risk register focussing on corporate and operational levels of the organisation.

The action plan that sits within the draft strategy and the monitoring of indicators and strategy progress will contribute to the ongoing review of these risk registers, while the Community Recovery Strategy itself is designed to mitigate the risks of trying to deal with such a multi-faceted piece of work including –

- 1) Ensuring that the Council's efforts have the maximum impact to support recovery efforts of Worcester City and Worcestershire;
- 2) Ensuring that valuable and limited resources will be deployed on initiatives that will make the biggest difference, and
- 3) Informing decision-making and alignment of resources.

## 5.4 Corporate/Policy Implications

This strategy and action plan are closely linked to many of the priorities set out within the Council's City Plan with particular reference to Stronger & Connected Communities, A Prosperous City and a Healthy & Active City.

The strategy will also play a key part in shaping a Homes & Communities Strategy that the Council has committed to developing over the next 12 months.

## 5.5 Equality Implications

The Community Recovery Strategy does not seek to benefit any one community, area or group of residents. Instead it seeks to support the recovery effort across the entire city but clearly recognises that some groups within our communities will be more vulnerable and will require particular support.

Furthermore, the strategy will be underpinned by working with communities, partner agencies and community organisations to further understand the needs and challenges faced by our communities which will enable us to keep equality implications under review.

## 5.6 Human Resources Implications

There are no human resource implications associated with this report.

## 5.7 Health and Safety Implications

All actions that are contained within the Community Recovery Strategy Action Plan that involve council officers coming into face to contact with our residents and communities will be supported by risk assessments that ensure that mitigation measures are employed to protect the health, safety and welfare of staff, residents and staff from other agencies and organisations.

## 5.8 Social, Environmental and Economic Implications

As set out within this report the Community Recovery Strategy's overarching ambition is to have a positive impact on an individual or family's social, environmental and economic circumstances through a range of existing, emerging and future actions.

Furthermore, the strategy action plan contains a range of indicators for each priority that will enable us to monitor the impact the strategy is having and support regular review of the strategy which will be critical given some of the uncertainties that will naturally exist along the recovery path.

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**Background Papers:** **N/A**



# **Worcester City Council Community Recovery Strategy**

## **Introduction**

The impact of COVID-19 on the local economy and people's way of life has been significant. Tragically families will have lost loved ones or seen them suffer as a result of the virus as it has disregarded geography and spread its way throughout the UK. Such impacts can be seen and felt but it is likely that many more are yet to be seen or unable to be quantified.

*The purpose of this strategy is to articulate the Council's approach towards community recovery in the context of Covid-19 and the community capacity we wish to grow following the pandemic.* The document will provide the key priorities that will drive the Council's efforts in supporting community recovery, supported by a more detailed action plan that will underpin the council's approach over the coming weeks and months.

The recovery will be based upon partnership working and community engagement to steer the council through the challenges and opportunities that lie ahead in order to meet the needs of Worcester Communities. The strategy will be kept under review and further developed as the council gains a better understanding of the impacts on the City.

This document does not replace our City Plan or Business Plan but does compliment these strategic documents, which further underpins our ambitions for Worcester.

## **Worcester City Council's Community Response to COVID-19**

Since the outbreak of COVID-19 the Council has been responding to the crisis as part of a multi-agency response effort both across Worcestershire, and regionally across the West Midlands.

As an organisation, the Council quickly mobilised improved IT capabilities to ensure more staff could work from home and continue to provide critical front-line services particularly to those who are in need or vulnerable. This is likely to continue over the medium term for our staff who are able to effectively carry out their roles from home.

The way many Council services are delivered has also changed, with most customer contact now provided over the phone and via the council website. It is our intention however to re-introduce face to face services for those most in need as quickly as possible.

During this pandemic the council has supported our communities by:

- 1) Supporting the 'Here2Help' community distribution and support hub for the most vulnerable;
- 2) Undertook a matching exercise to link up volunteers with those agencies/organisations who required extra assistance in delivering their support services;
- 3) Directly contacting over 600 vulnerable residents on the Government's shielding list to check on their welfare;
- 4) Providing emergency accommodation to over 30 rough sleepers, with food and medicine delivered directly to accommodation setting alongside access to specialist support services;
- 5) Paying out £19.2m in grants to over 1400 businesses and continuing to reach out to eligible businesses;
- 6) City's parks having been kept open for residents to take exercise during lockdown;
- 7) Supporting an increase in the number of funeral services required so that bereaved families were not facing extended delays, and



- 8) Financially supported our Leisure Operator through closure period to ensure continuity of service when lockdown rules permit.

### **Community Recovery**

The Covid-19 pandemic has significantly disrupted normal life and most people will have never experienced anything like it in their lifetime. Recovering from this incident is very different to the range of traditional major incident's that we are experienced at handling such as flooding. The next several months still hold much uncertainty, particularly for certain vulnerable groups and our recovery process will need to remain agile and adapt accordingly.

*Our recovery process can be defined as the process of enabling and supporting our communities to respond to, withstand, and recover from the pandemic, and to increase community resilience for future waves of lockdown.* The recovery strategy is multifaceted and will rely on engagement in order to bring it to life and keep it under review.

The council will continue to work closely with its multi-agency partners through Local Resilience Forum arrangements to ensure that national, regional and local intelligence is central to not only response but recovery also and that we are taking learning from other areas of the Country that have already had their recovery paths impacted by subsequent localised outbreaks of COVID-19.

This strategy intends to act as clear guide to our residents and staff as to how the council will work over the next several months and it will be kept under review based on and as a result of regular dialogue with a wide range of stakeholders including communities themselves and those key organisations who are embedded within our communities.

### **Key Priorities**

*The Councils COVID-19 Community Recovery Strategy will focus on 9 priority areas as set out in this section along with what we plan to achieve for each. To support achieving these priorities an action plan has been developed and is included at the end of this document along with a range of indicators for each priority that will enable us to monitor the impact of our progress.*

### **Housing & Homelessness**

*'We want people to feel supported to be safe in their own home and to prevent them from being made homeless'*

There is strong evidence to suggest that as lockdown restrictions ease and Government interventions such as temporary cessation of eviction proceedings and the Employee Furlough Scheme come to an end, we are likely to see an increasing number of residents seeking housing support as a result of landlords looking to deal with the bottleneck of issues that have built up during the lockdown or inevitably residents who may be unable to maintain mortgage or rental payments and run into arrears.

It will be critical that as a Council we can respond in an appropriate and timely manner to initial requests for housing assistance/advice and support individuals and families to prevent them from being made homeless, or where that is not achievable to have a sufficient supply of safe and appropriate temporary accommodation for those residents who require it.

### **Leisure, Recreation & Well-being**

*'We want to provide people with opportunities to undertake physical activity through our leisure facilities, parks and open spaces'*

Throughout lockdown exercise or physical activity was one of the few opportunities provided to us for being able to leave our homes. Whether it was to get out into the fresh air or undertake exercise of some sort lockdown has resulted in a significant increase in the number of people and families walking, cycling and enjoying the outdoors more and as a council it is important that we try and harness and sustain that positive change.

As a Council we want to play our part in enabling people to exercise and undertake physical activity regularly through re-opening of our leisure centres safely, and through use of our parks & open spaces for exercise and activity including organised activities.

### **Financial Hardship**

*'We want to assist individuals and families who will face financial hardship as a result of COVID-19'*

As mentioned previously as the country comes out of lockdown and the impact COVID-19 has had on the economy becomes clearer there is a risk that an increasing number of families will suffer financial hardship or move closer to as a result of trying to manage rent arrears in particular or where an individual or somebody within a family unit has been made unemployed. Government intervention has played a key part in mitigating the impacts of this to date, but this level of intervention is unlikely to be sustainable and this priority is also closely linked to the council's economic recovery strategy to ensure local employment opportunities are sustained and where possible grown.

As a Council (and in collaboration with partner agencies) we will respond in a positive, supportive & timely manner where approached to support people to manage debt or avoid financial hardship. We will also keep residents regularly updated via our website and other social media platforms on the latest national and local support schemes available.

### **Anti-social Behaviour**

*'We want to strengthen our communities and provide reassurance to our residents that their communities are safe places to enjoy'*

For some months now as a country we have supported each other virtually via telephone and video calls, with minimal person to person contact unless where essential. With lockdown easing and opportunities for us to return to normal increasing it is important that everybody feels safe in their own communities and are not isolated to their homes because of a perception of crime and ASB. This particularly the case for those who are vulnerable and our older generation.

We will want all residents to feel safe & reassured within their communities and working with the Police will promote areas in a strength-based manner. We will tackle any issues that are identified by working collaboratively including with the community impacted and as throughout the pandemic, we will continue to engage with and support young people to make good choices.

### **Domestic Abuse**

*'We want to listen and support all victims and those at risk of domestic abuse to help make them safe'*

Spending more time at home during lockdown has increased the pressure on all households with challenges such as trying to juggle work, childcare and schooling in the face of a global

pandemic. Such pressure can sadly sometimes result in abuse taking place (or worsening) within a household via verbal, mental or physical means.

Throughout lockdown the Council through its housing role, its seat on the South Worcestershire Community Safety Partnership and on that of the Domestic Abuse Forum have continued to monitor the impact that COVID-19 has had on domestic abuse and it is clear that in addition to an increase in new cases, the risk status of existing cases has increased with victims/those at risk spending more time at home. Furthermore, indications are that as we continue to come out of lockdown further new cases of domestic abuse will be reported as victims and those at risk have more opportunity to find the time and space to seek support.

As a Council we want to provide a clear and well signposted support pathway for victims or those at risk of domestic abuse and where required provide an emergency housing option for those who require it so that they have their own place of safety. In addition, the council recognises the existing commissioned and local services that are providing support for victims and those at risk of domestic abuse and will use its influence to support the sustainment of these services through the provision of funding.

### **Community Resilience & Volunteering**

*'We want to sustain the community purpose and pride developed in the response phase, and support and enable communities to maximise their strengths'*

During the response phase of the pandemic much media attention and public sentiment has been focussed on key workers and especially those on the front line of the NHS. Our gratitude and appreciation for this group of workers cannot be underestimated.

At the same time the community response effort that was mobilised through ground up community action and in a more coordinated manner via the Here2Help Hub was both significant in terms of its impact and inspiring in terms of wanting to sustain that community pride and resilience that has been developed.

We will want to enable and support communities to maximise both their existing strengths and those that have been developed through lockdown. This will include sustaining the community purpose and pride that has been developed in the initial response phase. We will also want to continue developing effective and meaningful relationships with the voluntary, community social enterprise sector and seek to add value to what is already being delivered. As a council we also think it is only right that we celebrate the efforts of those organisations, groups and individuals who have and continue to support our communities through the pandemic.

### **Supporting Bereaved Families & Commemoration**

*'We want to support families through providing a first class & respectful service for their loved ones, and engage wider community on a proposal for a lasting community memorial'*

Although the national focus on deaths from COVID-19 centred around large cities and conurbations, it should not be lost that sadly, many families across the City will have lost loved ones and friends to pandemic, making this an even more challenging period for them and their families.

There will also be some families who will have lost loved ones, and as a result of COVID-19 restrictions will not have had the usual opportunity to be at hospital or in a care setting and spend time with their loved one before they passed away.

As a Council we want to provide first class services through our Cemeteries and Crematorium and cater for the needs of those families who have the painful job of having to arrange a funeral service. Furthermore, we will support families with cremation/burial costs where there is financial hardship through utilising the Funeral Expenses Payment Scheme. Finally, as a Council we will want to engage those who have lost loved ones during this period and have been impacted by COVID-19, with a view to discussing proposals for a memorial to remember and celebrate the lives of those we have lost.

### **Shielding & Vulnerable Population**

*'We want to reassure, support and assist those within our communities who are at increased risk through adding value to the work already being carried out in the Community'*

Arguably one of the groups most impacted by lockdown guidance were those that were deemed to be clinically extremely vulnerable and who were at high risk of serious illness if they contracted COVID-19. This group were written to directly and advised to stay at home for 12 weeks as of late March.

As we come out of lockdown shielding guidance has gradually been relaxed (subject to latest guidance) and as we move into August the Government will pause shielding unless transmission of COVID-19 in the community starts to rise significantly.

As a Council we recognise that some individuals will be more comfortable with this relaxation and be able to transition with minimal assistance and support. It is likely however that some will not and will find the transition much more difficult particularly those who have other vulnerabilities or who do not have a network of family or friends close by that they can rely on.

We will want to continue to support those who have previously been shielding where ongoing vulnerability has been identified, particularly around the provision of essential needs. In addition to undertaking some of this work directly we will also want to add value to the work of existing groups and organisations who are delivering services directly to those who continue to require this level of support.

### **Rough Sleepers**

*'We want to continue working with and supporting our rough sleepers and transition them to a home that they can sustain'*

The process of providing emergency accommodation for rough sleepers in the space of a few weeks, in recognition of their status as an 'at risk' group has provided a significant opportunity for services to better engage with this group whilst in an accommodation setting.

The Government has signalled its expectation that councils should work towards providing each rough sleeper with a suitable move on option that provides the next step on the road to recovery for those that are ready to take it. As a Council in collaboration with key partner agencies this work is underway through a new model of engage, support and transition that will underpin how we work moving forward.

As a Council we will aim to supported rough sleepers to transition successfully into 'move on' accommodation through providing a range of housing & support options. In recognition of their vulnerability we will also continue to engage rough sleepers new to the street and encourage them to take up offers emergency accommodation.

**Worcester City Council: Community Recovery Strategy Action Plan (Jul 20 – Mar 21)**



Priority Area	What we Plan to Do	How we will monitor success
<b>Housing &amp; Homelessness</b>	<ul style="list-style-type: none"> <li>Utilise all available discretionary funds flexibly and pragmatically in order to keep people in their own homes or secure alternative accommodation</li> <li>Work with RPs to support residents to maintain tenancies and avoid evictions</li> <li>Prepare for an increase in homelessness referrals by utilising our resources flexibly</li> <li>Actively promote social lettings agency and pursue Private Sector Leasing Scheme in order to identify additional temporary accommodation where homelessness is unavoidable</li> </ul>	<ul style="list-style-type: none"> <li>Number of households presenting at risk of homeless</li> <li>Number of household prevented from becoming homeless</li> <li>Number of households accepted as homeless</li> <li>Number of households in temporary accommodation</li> <li>Average time spent in temporary accommodation</li> <li>Uptake of DHP and Welfare Assistance Scheme</li> </ul>
<b>Leisure, Recreation &amp; Well-being</b>	<ul style="list-style-type: none"> <li>Provide a greater focus to family orientated activities, and encourage cycling and walking</li> <li>Actively promote the use of our parks and public open spaces for exercise and activity with our residents, community groups, leisure provider and other gym providers</li> <li>Complete our 'Tennis in Parks' Project ASAP (Cripplegate and Ghelevult Parks)</li> <li>Work with and support Freedom Leisure to re-open centres safely as soon as is practically possible</li> </ul>	<ul style="list-style-type: none"> <li>Number of active Freedom Leisure Membership</li> <li>Number of pay as you go customers at Leisure Centres</li> <li>Number of people accessing 'outdoor' leisure classes run by Freedom</li> <li>Number of exercise/activity events approved in our parks &amp; open spaces</li> </ul>
<b>Financial Hardship &amp; Welfare Support</b>	<ul style="list-style-type: none"> <li>Target our efforts on those who will need most help and support if they or their families get COVID-19</li> <li>Target support on key vulnerable groups to reduce inequalities</li> <li>Work with partners to speed up the changes funded by Disabled Facilities Grants</li> <li>Utilise all available discretionary funds flexibly and pragmatically in order to assist people facing financial hardship</li> <li>Make every contact count and actively signpost/refer residents to support services where required i.e. mental health, substance misuse, debt advice</li> <li>Provide support to manage debt and maximise benefits uptake</li> <li>Put the person/household first in any decision we make</li> </ul>	<ul style="list-style-type: none"> <li>Number of households in rent arrears with RPs</li> <li>Number of applications for DHP / Welfare Assistance Scheme / CTS</li> <li>Number of households at risk of homelessness/homeless related to rent arrears</li> </ul>
<b>Anti-Social Behaviour</b>	<ul style="list-style-type: none"> <li>Work with Police to understand where our ASB officers and youth engagement team can add most value</li> <li>Monitor and respond to community, faith and neighbourhood issues and tensions</li> <li>Continue to keep local ASB / Crime statistic under review</li> </ul>	<ul style="list-style-type: none"> <li>Crime/ASB reports/incidents by Ward per 1000 population</li> <li>Number of positive interventions undertaken by Youth Outreach Team</li> <li>Number of nuisance related complaints received by WRS</li> </ul>
<b>Domestic Abuse</b>	<ul style="list-style-type: none"> <li>Effectively signpost or refer any resident who is ready to access support in respect of DA</li> <li>Continue to support WCT's DAWN Project via City Council core funding and Community Safety Partnership Funding</li> </ul>	<ul style="list-style-type: none"> <li>Number of DA related crime reports received by police</li> </ul>

Priority Area	What we Plan to Do	How we will monitor success
	<ul style="list-style-type: none"> <li>• Quickly and safely place those who require emergency housing in collaboration with housing providers and commissioned services</li> <li>• Support victims and those at risk of DA to remain in their homes where it is safe to do so through installation of safety measures</li> </ul>	<ul style="list-style-type: none"> <li>• Number of cases/referrals received by WCT/WMWA</li> <li>• Number of individuals (at risk or victims) provided with accommodation</li> <li>• Number of properties made safer through target hardening works</li> </ul>
<b>Community Empowerment &amp; Volunteering</b>	<ul style="list-style-type: none"> <li>• Develop a communication strategy to ensure Worcester communities are informed of and engaged with recovery activity</li> <li>• Work with partners &amp; community to understand needs/concerns across different demographic groups</li> <li>• Reflect community concerns and bring these to attention of CLT/Members</li> <li>• Adopt an enabling &amp; strength-based approach to our community engagement work</li> <li>• Utilise all available discretionary funds flexibly and pragmatically in order to support community activity/groups recovering from COVID-19</li> <li>• Develop plans to re-introduce community events where lockdown permits, and it is safe to do so</li> <li>• Be visible and available to support our Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Uptake of small community grants</li> <li>• Volunteer numbers signed up to City Council</li> <li>• Number of organisations signed up to 'Find It do It' portal</li> <li>• Number of events approved and supported</li> <li>• Number of Worcester volunteers signed up through H2H</li> </ul>
<b>Supporting Bereaved Families &amp; Commemoration</b>	<ul style="list-style-type: none"> <li>• Work with Funeral Directors &amp; Families to provide the best possible service that meets individual needs</li> <li>• Signpost families to the option of a Funeral Expenses Payment, or schemes run by some Funeral Directors</li> <li>• Engage our communities with a view to developing plans for a memorial to remember those who have been lost</li> </ul>	N/A
<b>Shielding &amp; Vulnerable Population</b>	<ul style="list-style-type: none"> <li>• Continue to contribute to the work of the 'Here2Help' Community Hub</li> <li>• Continue to engage and communicate with local VCS and community organisations to see what value the council may be able to add to improve or sustain services</li> <li>• Continue to undertake welfare checks of vulnerable individuals where identified</li> <li>• Ensure our website is updated and accurate in respecting those who require information around shielding &amp; vulnerability</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Worcester residents that continue to require to formally shield</li> <li>• Number of new website hits for COVID-19 pages</li> </ul>
<b>Rough Sleepers</b>	<ul style="list-style-type: none"> <li>• Develop personal housing plans in conjunction with each rough sleeper that maps out what transition needs to look like</li> <li>• In collaboration identify enough units of appropriate accommodation to provide our rough sleepers a suitable 'move on' option that is sustainable</li> <li>• Continue to actively engage new rough sleepers with a view to arranging access to accommodation/support as first step to transition</li> <li>• County-wide develop a positive pathway for each rough sleeper who is ready to engage</li> </ul>	<ul style="list-style-type: none"> <li>• Number of single persons accepted as homeless</li> <li>• Number of rough sleepers who remain in emergency accommodation</li> <li>• Number of individuals who have been transitioned into 'move on' accommodation</li> <li>• Number of 'move on' and 'emergency' units of accommodation available</li> </ul>