

## CONTENTS

1. Recovery Plan framework and overview
2. The Plan
  - a. Phase 1: Shock and Respond
  - b. Phase 2: Reset and Restart
  - c. Phase 3: Transform and Grow

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<b>Document Owner:</b>	MRBD Ltd
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## Version

Version	Date	Description	Author
1.0	01.06.20	Draft plan produced for Board approval	Steve Sawyer
2.0	05.06.20	Plan adopted by the Board	Steve Sawyer

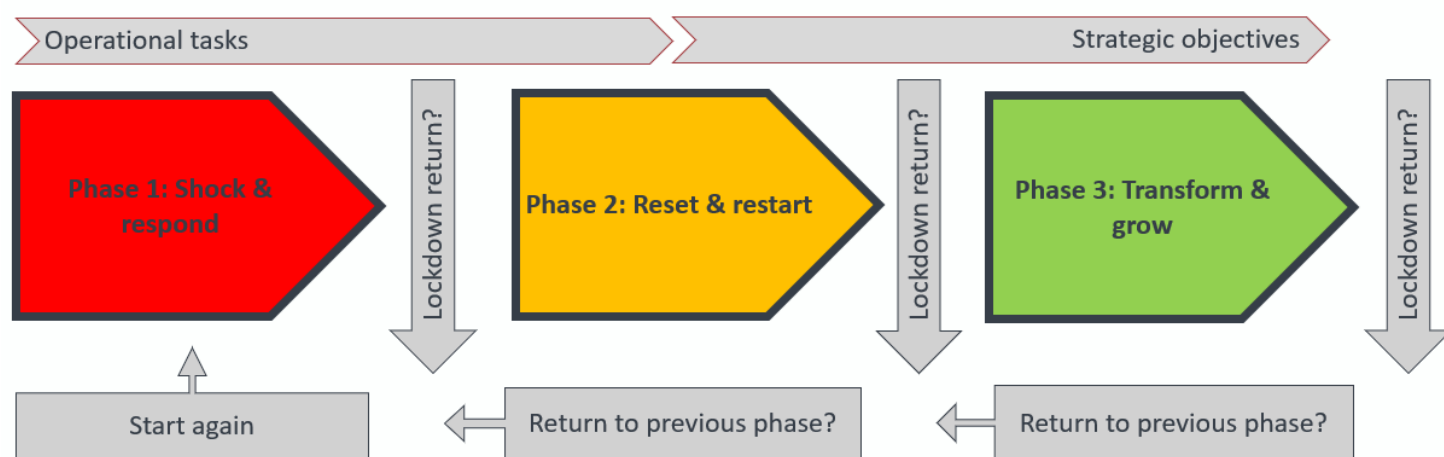
## 1. Recovery Plan framework and overview

### Purpose of the plan

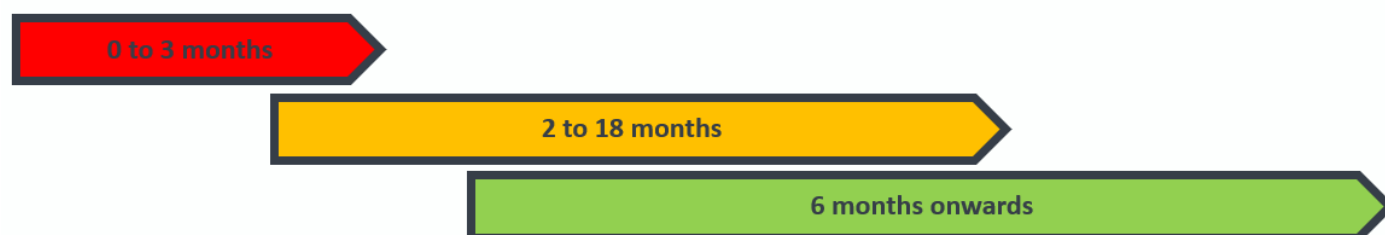
It is important that there is an agreed place specific plan to support Manor Royal's recovery. This plan will be used to organise the actions and decisions of the Manor Royal BID allowing it to feed into the work of the town-wide Crawley Economic Recovery Taskforce set up by Crawley Borough Council, which the BID is a part of.

While the framework itself and some of the actions could apply to any part of the town and its economy, for the plan to be impactful the actions taken should be place specific or else risk becoming meaningless as the demands of different places across the town will themselves be different.

### RECOVERY PLAN FRAMEWORK



### RECOVERY TIMELINE



### The recovery phases

Recovery is defined by different phases from the short-term shock and initial response (Phase 1) through to the restart phase (Phase 2) and eventually, in the longer term, a planned return to growth (Phase 3). The Recovery Plan is complementary to and a refinement of the Manor Royal BID Business Plan (2018-23).

### Phases of recovery are distinct but overlap

Each phase is distinct and marked by different actions, although there is likely to be overlap of phases and actions as progress is made through the recovery cycle.

### Flexible and dynamic

Recovery is unlikely to be smooth and linear. Depending on the rate of transmission the Government may require the easing of lockdown measures to be suspended or, worse, for certain lockdown measures to be reintroduced. This may require a return to previous phases and associated actions of the recovery cycle. It is important therefore that the owners of the plan remain flexible and keep it under constant review.

### Definition of actions

The actions associated with the action plan will be defined in the following ways:

**ACT:** When needs to be done, either by the BID acting alone or with others

**COMMUNICATE:** The messages that need to be communicated

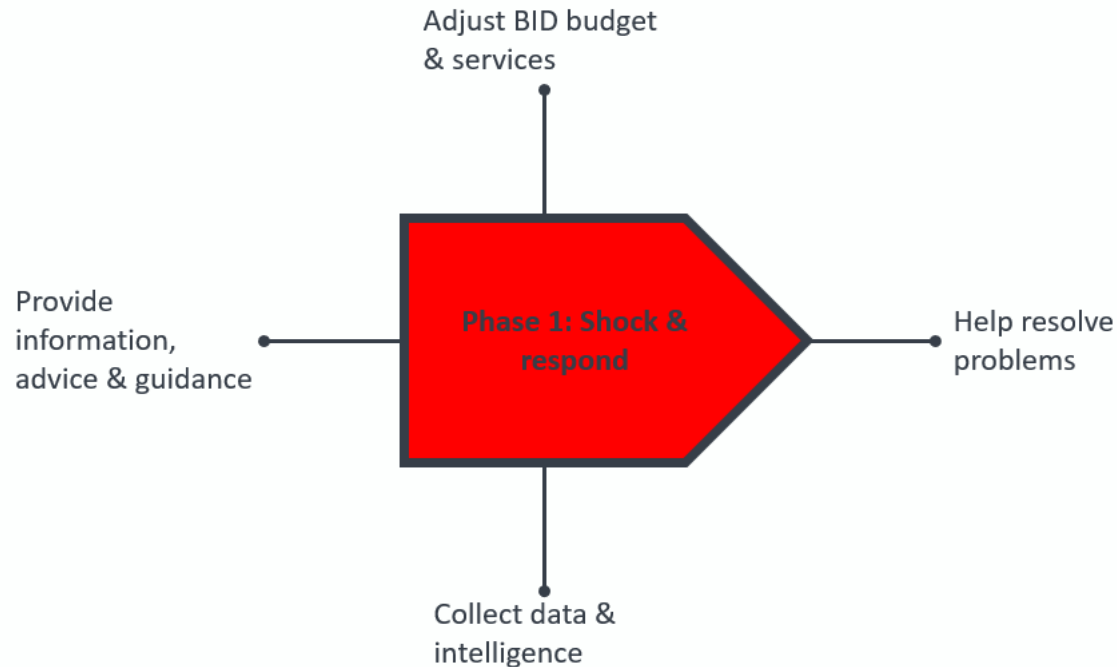
**INFLUENCE:** Who needs to be influenced and why. This recognises that some issues are at such a level that action is required at a higher geographical, political or organisation level e.g. central Government.

Actions are further classified as either "internal" (operational and BID specific) or "external" where they relate to actions that need be carried out with or by another outside organisation to support recovery and growth, the BIDs preferred method of delivery.

## 2. The Plan

### PHASE 1: Shock & Respond (Day 0 to Month 3)

This is the early phase of the crisis causing businesses and the economy generally to experience a state of shock requiring an immediate response related to informing and helping businesses to understand and cope with the current situation. Business vulnerabilities will quickly emerge, as will gaps in Government funding leaving some businesses more exposed than others. This needs to be understood in a detailed way beyond broad sector-based generalisations. Levy income will be impacted, at least in the immediate short term requiring certain services to be suspended, post-poned or reduced in scope supported by a more modest budget forecast.



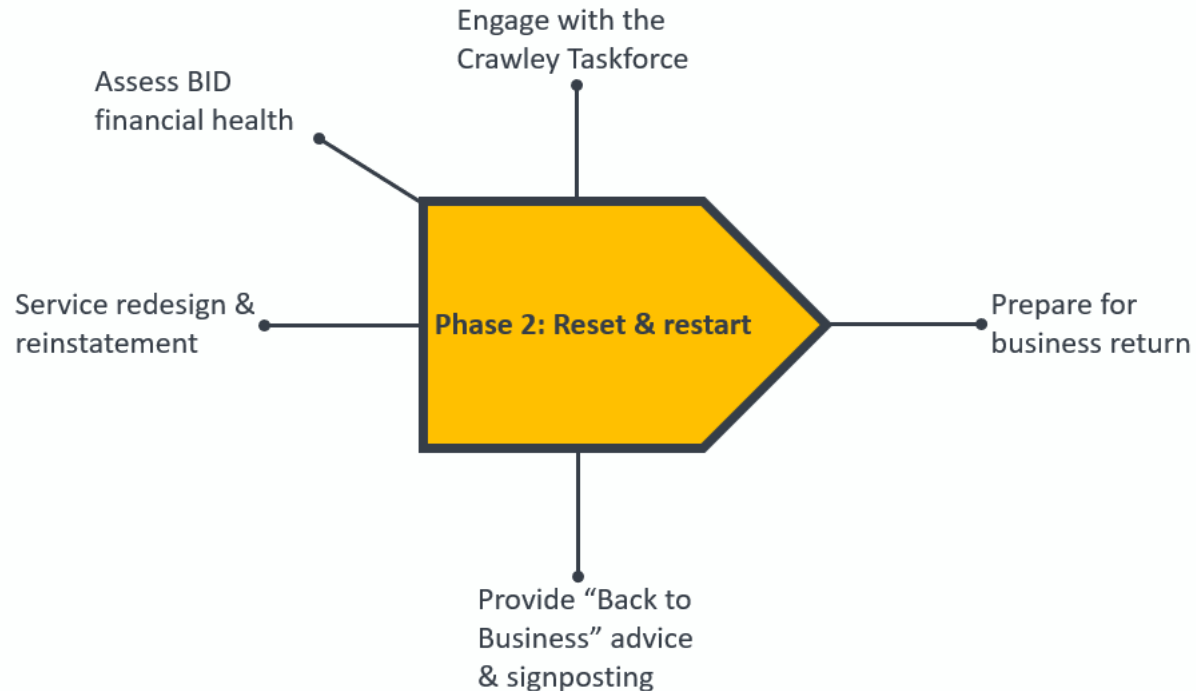
Planned activity	Limiting factors (what might stop this happening)
<b>ACT (During this phase actions tend to be more operational dealing with immediate service challenges and initial crisis response)</b>	
<b>Revise 2020/21 BID budget (Internal) (1.1)</b> Taking account of possible impact on levy income	
<b>Suspend levy collection process (Internal) (1.2)</b> BID Levy bills issued in the normal way (March) in accordance with BID Regulations and Operating Agreement but suspend collection process until July.	
<b>Suspend face-to-face services and events (Internal) (1.3)</b> Key Manor Royal events (Know Your Neighbour, Manor Royal Matters, Careers EXPO and Football Tournament), volunteering service and next training phase postponed until Autumn 2020.	

<b>Suspend Ranger Recruitment &amp; other additional security investments (Internal) (1.4)</b> Business Watch and Business Ranger service to continue but recruitment of new Ranger, purchase of radio system and additional security cameras put on hold.	
<b>Continue maintenance service (External) (1.5)</b>	Lockdown measures and decisions of Crawley Borough Council (delivery partner) to maintain service.
<b>Introduce online training platform (MicroLearn) (Internal) (1.6)</b>	
<b>Move Board meetings online and increase frequency (Internal) (1.7)</b>	
<b>Produce business intelligence and economy updates (Internal) (1.8)</b> A regular series of research pieces providing information for businesses or economy updates for partners and stakeholders.	
<b>Continue to deliver core services (External) (1.9)</b> Includes Business Watch, easit transport scheme, Jobs Board etc. all of which will be renewed and maintained throughout and beyond lockdown.	Resilience and capacity of delivery partners to continue to trade during lockdown.
<b>Suspend introduction of Parking Management Plan (External) (1.10)</b>	West Sussex County Council support needed (and agreed)
<b>Promote use of Natwest MentorLIVE (Internal) (1.11)</b> Provision of free online business support, HR and regulatory advice	
<b>Progress Crawley Growth Programme projects (External) (1.12)</b> Junction improvements, Metcalf Way One-Way, improved crossings, bus lane extensions, superhub bus stop designs, cycling and walking improvements as part of the Crawley Growth Programme to continue through detailed design and procurement.	Availability of contractors. Common sense decisions about timing of any required public consultation that may limit ability to sign off on detailed design.
<b>Support Crawley Borough Council's Community Hub (External) (1.13)</b> Connecting people and businesses to assist the Council in supporting vulnerable people.	
<b>COMMUNICATE (During this phase messages tend to be about advice, guidance and support geared to the initial crisis)</b>	
<b>Suspend publication of Manor Royal News magazine (Internal) (1.14)</b>	Limited impact of printed communications
<b>Increase eBulletin frequency (Internal) (1.15)</b> Content orientated to advice, guidance and business promotion	
<b>Set up and maintain COVID19 advice webpages (Internal) (1.16)</b>	
<b>Set up and maintain Manor Royal Message Board (Internal) (1.17)</b>	
<b>Help connect Manor Royal businesses to grants (External) (1.18)</b>	

Work with the Council to contact eligible Manor Royal businesses to encourage them to register to receive their Government Grant.	
<b>Set up Manor Royal Feedback form (Internal) (1.19)</b> An easy to use form to allow quick feedback by businesses in need of support or for businesses to flag promotional or service updates that can be relayed via comms channels.	
<b>Increase social media activity across all channels (Internal) (1.20)</b> Messages orientated towards advice, B2B messages, promotions and details of service updates via Twitter, LinkedIn, Instagram, Facebook.	
<b>Revise Digital Screen packages and messages (Internal) (1.21)</b> Digital screens used to carry advice messages and packages for businesses revised to make more affordable for local advertising.	
<b>Take advantage of press and media opportunities (External) (1.22)</b> Including stories and quotes for local press and engaging with TV and radio to highlight Manor Royal issues and position positive messages.	
<b>INFLUENCE (During this phase this involves representing the concerns of Manor Royal businesses as they try to respond to initial crisis)</b>	
<b>Share economy updates with stakeholders (Internal) (1.23)</b> Highlight issues with Government support and impact on Manor Royal businesses to key partners e.g. Crawley Borough Council, West Sussex County Council, Coast-to-Capital LEP and MP.	
<b>Support the “Raise the Bar” Campaign (Internal) (1.24)</b> Initiated by Croydon BID, this campaign seeks to extend the support to more businesses working in retail, hospitality and leisure sectors who otherwise miss out on Government grants.	
<b>Represent issues raised by businesses (Internal) (1.25)</b> Involves maintaining a dialogue primarily with Crawley Borough Council who administer Government grants raising concerns and issues of business who “fall between the gaps” or otherwise need support. The BID will also elevate and highlight issues to Henry Smith MP and Coast-to-Capital LEP.	
<b>Continue involvement in industry bodies (External) (1.26)</b> Particularly via British BIDs (Advisory Board Member) and The BID Foundation (Council Member) to relay Manor Royal BID issues and benefit from insights.	

## PHASE 2: Reset & Restart (Month 2 to Month 18)

This second phase corresponds with the easing of lockdown measures allowing businesses to begin to return to the workplace and restart business where they can. This phase is marked by additional intelligence gathering, restoring services and making adjustments as necessary to help build confidence among businesses and their employees. Potentially more complex than Phase 1, the latter parts of this phase should be characterised by fewer restrictions to everyday movement and behaviour. The speed of progress will be dependent on low levels of transmission being maintained. The impact of lower BID Levy Collection rates will be evident, where lower levels of collection will limit the ability of the BID to support recovery



Planned activity	Limiting factors (what might stop this happening)
<b>ACT (Actions during this phase are still largely operational starting to orientate to resumption of services with some strategic elements)</b>	
<b>Board to consider re-starting BID Levy collection process (Internal) (2.1)</b> Decision in June required for a re-start in July.	Dependent on judgement of economic conditions
<b>Board to review collection rates (Internal) (2.2)</b> Review those projects and services that need to be rephased, reduced or stopped (if collection rates are low) or that can be restarted.	Ability of the BID to deliver will be dependent on levy collection rates.
<b>Resume physical Board and Management Group meetings (Internal) (2.3)</b>	Appetite of members and easing of lockdown constraints

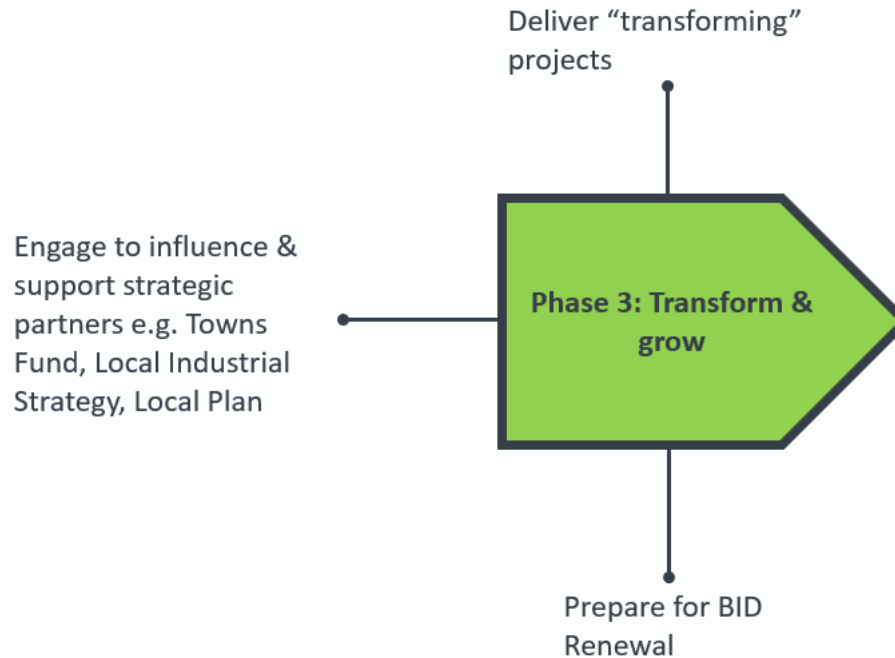
<p><b>Resume events (Internal) (2.4)</b>  Mix of digital / online delivery may be necessary in the interim, particularly to facilitate AGM.</p>	<p>Confidence levels and easement of lockdown constraints. Events to resume Autumn 2020 or February 2021.</p>
<p><b>Review delivery of face-to-face training (External) (2.5)</b>  May require a period of digital training and seminars before ordinary resumption of training delivery is possible.</p>	<p>Confidence levels and easement of lockdown constraints. Ability to digitise training. Face-to-Face training (Phase 10) may not resume until 2021.</p>
<p><b>Resume Ranger Recruitment &amp; other additional security investments in (External) (2.6)</b>  Important for business confidence and place management as people and businesses return to their places of work.</p>	<p>Availability of sufficient budget and suppliers.</p>
<p><b>Resumption and possible enhancement of maintenance service (External) (2.7)</b>  Critical to business confidence that the public spaces are well-managed, maintained and perceived to be clean and healthy. This includes thorough cleansing of public areas, sign cleaning and replacement. Consideration should also be given to treatment of known “hot spot” areas.</p>	<p>Ability and capacity of Crawley Borough Council (delivery partner) to provide required service.</p>
<p><b>Progress ReEnergise Manor Royal (External) (2.8)</b>  Business case development for renewable energy generation, exploration of central energy management company (CEMC) arrangements plus district heat.</p>	<p>Continued commitment of businesses to the project and provision of required information and data.</p>
<p><b>Progress MicroPark Trails Project (Internal) (2.9)</b>  As a minimum complete artist appointment and develop new approach to phased delivery to improve and enhance facilities, look and feel and public realm throughout Manor Royal.</p>	<p>Availability of funding, particularly as Lottery funding has been temporarily re-focussed in response to the COVID19 crisis. Lack of support from other partners to support these public realm and facilities upgrades.</p>
<p><b>Sensitive reintroduction of parking management plan (External) (2.10)</b>  Towards the end of this phase</p>	<p>Dependent on agreement with West Sussex County Council and Crawley Borough Council. Judgement based on economic and business conditions.</p>
<p><b>Support for temporary cycling and walking interventions (External) (2.11)</b>  Measures to support maintenance of active travel behaviours to prevent a wholesale return to car dependency as lockdown eases and confidence in public transport remains fragile.</p>	<p>Subject to funding and final design.</p>
<p><b>Start delivery of Crawley Growth Programme projects (External) (2.12)</b>  Towards the end of this phase</p>	<p>Availability of contractors. Common sense decisions about timing of any required public consultation that may limit ability to sign off on detailed design.</p>
<p><b>Monitor use of public spaces (Internal) (2.13)</b>  Consider how social distancing and other measures are being maintained and take necessary remedial action e.g. additional signage, managing pedestrian and cycling flows or – worse case – closure of public areas.</p>	

<p><b>Revise Business Watch Scheme, plus Manager recruitment (External) (2.14)</b> As part of Business Watch Board in partnership with Crawley Borough Council and Police.</p>	
<p><b>Survey Manor Royal businesses (External) (2.15)</b> As part of the Crawley Economic Recovery Taskforce to establish intelligence and understanding of impact, support required, confidence and longer-range prospects of Manor Royal businesses.</p>	
<p><b>Explore opportunities to support recruitment, redeployment &amp; retraining (External) (2.16)</b> Continue dialogue with Crawley Job Centre to support those impacted by job loss.</p>	
<p><b>COMMUNICATE</b> <i>(Messages during this phase still focus on support with focus turning to a more positive getting “Back to Business” narrative)</i></p>	
<p><b>Resume production and distribution of Manor Royal News (Internal) (2.17)</b> Include ability for inserts from businesses to support recovery and promotion</p>	Judgement call based on business activity
<p><b>Establish “Back to Business” brand and messages (Internal) (2.18)</b> Messages of services and advice related to supporting businesses returning to their workplaces, including details of local suppliers, used predominantly online and on COVID19 pages.</p>	
<p><b>Heightened Manor Royal business engagement (Internal/External) (2.19)</b> Aligned but not limited to partnership work as part of the Crawley Economic Recovery Taskforce.</p>	
<p><b>INFLUENCE</b> <i>(Similar to previous phase around representing business concerns with more lobbying for future investment in Manor Royal)</i></p>	
<p><b>Represent Manor Royal on the Crawley Economic Recovery Taskforce (External) (2.20)</b> Coordinated by Crawley Borough Council, the Taskforce will assess the impact of COVID19 on our economy, plan for its recovery and influence future investments e.g. the Towns Fund.</p>	



### PHASE 3: Transform & Grow (Month 6 and onwards)

Provided there has been a smooth transition through the previous phases, this phase should herald a more positive growth focused narrative. Actions should be focussed on providing the foundations on which longer term growth can be built. This requires a forward-thinking mentality that avoids becoming rooted in the shock phase (phase 1), looks to learn from the experience, identifies what lockdown behaviours should be maintained (e.g. more active travel and the value of public space), avoids the temptation to “recreate the past” and supports new trends, behaviours and market conditions. This phase also encompasses consideration of the Manor Royal BID renewal (ballot February 2023).



Planned activity	Limiting factors (what might stop this happening)
<b>ACT (At this point it is assumed core services have resumed. Actions are orientated to more strategic longer-term elements supporting growth)</b>	
<b>Securing a more sustainable renewable energy future (External) (3.1)</b> Build on the aspirations of ReEnergise Manor Royal to create a new USP for the Business District that might stand as an exemplar for other business parks, includes establishment of the Central Energy Management Company concept.	Commitment by businesses, stakeholders and delivery partner.
<b>Improving digital connectivity for all (External) (3.2)</b> A consumer focussed solution to deliver easily accessible, “open access” gigabit connectivity for all.	Commitment to a solution that fails to properly provide easy connectivity for all.
<b>Improving public realm and facilities (Internal / External) (3.3)</b> Primarily through the delivery of the Micropark / Trail project aligned to Crawley Growth Programme and Superhub bus stop delivery.	Availability of funding (e.g. Lottery). Inadequate support or understanding by partners of the value of

	enhancing open space, public realm and facilities to modern business environments.
<p><b>Deliver transport infrastructure improvements (External) (3.4)</b> Achievable in the first instance via successful delivery of the Crawley Growth Programme (CGP), consideration needs to be given to speeding up delivery and other improvements identified by the Manor Royal Transport Study and elsewhere.</p>	Risks to the timely delivery of the Crawley Growth Programme. Ability to fund other active transport improvements.
<p><b>Promotion of Business / Innovation Hub (External) (3.5)</b> Long held ambition to improve facilities and provision of a facility to support growth orientated businesses and activities. Rated as a high priority by the Manor Royal BID for use of the Towns Fund. See also Manor Royal Hub paper.</p>	Funding and appetite.
<p><b>Development of small industrial / workshop units (External) (3.6)</b> Recognising the lack of available space for smaller businesses, start-up and workshop space up to 5,000 square feet. Could link to innovation hub and support for entrepreneurs. Highly rated by Manor Royal BID for use of Towns Fund.</p>	Funding and appetite.
<p><b>Gatwick Road Parade upgrade (External) (3.7)</b> A poorly functioning “parade” providing important supporting facilities and services to Zone 5 of Manor Royal hampered by poor / outdated design. See Manor Royal Projects Pack.</p>	Funding and appetite.
<p><b>Explore benefits of partnership with Town Centre BID (External) (3.8)</b> Could include partnership on discrete projects or services where this provides mutual benefit, or more integrated forms of partnership including shared back office functions.</p>	Manor Royal BID Board elects not to pursue partnership arrangements. Town Centre BID Board elects not to pursue partnership arrangements.
<p><b>Revisit ideas for enhancing the “sense of community” (Internal) (3.9)</b> Taking account of changed circumstance revisit social and cultural ways to strengthen connections between people, businesses and to Manor Royal</p>	
<p><b>Manor Royal BID Renewal 2023-28 (Internal) (3.10)</b> Possible renewal ballot February 2023 requiring preparations Spring 2022.</p>	Manor Royal BID Board elects not to renew.
<b>COMMUNICATE (focus on community building messages including intertrade and place promoting messages, internal and external)</b>	
<p><b>Re-vamp of Manor Royal website (Internal) (3.11)</b> Including local directory enhancements and offers and promotional platform to support local trade</p>	Sufficient levels of levy income.
<p><b>Promotion of sustainable and active travel behaviours (External) (3.12)</b> Aligned to aspirations of the Crawley Growth Programme and opportunities to encourage and incentivise shift away from car dependency. Involves restoring confidence in public transport and re-visiting and, if necessary, revising “Move Manor Royal” document.</p>	Commitment of key partners and service providers.

<b>INFLUENCE</b> ( <i>Encouraging partners to support growth orientated plans and securing investment necessary to deliver them</i> )	
<p><b>Examine benefits of positive planning mechanisms (External) (3.13)</b>  As recommended by the Economic Impact Study, consider the merits of introducing positive planning tools e.g. Local Development Order (LDO), Simplified Planning Zone (SPZ) or Local Enterprise Zone variants to positively promote and incentivise development objects.</p>	<p>Merits need to be judged in the context of Local Plan Review</p>
<p><b>Examine the impact of removal of safeguarding policy (External) (3.14)</b>  Proposed as part of the Local Plan Review, encourage the Council to undertake a full impact appraisal of development north of Manor Royal and consider the merits of including this area in an expanded BID area as part of the Manor Royal BID Renewal.</p>	
<p><b>Engage with the LEP Local Industrial Strategy development process (External) (3.15)</b></p>	