

## COVID 19 SUB-COMMITTEE - 3 SEPTEMBER 2020

### POLICY AND RESOURCES COMMITTEE – 7 SEPTEMBER 2020

#### PART I – NOT DELEGATED

#### 6. SERVICE RESTORATION RESOURCES AND TARGET DATE (CED)

##### 1 Summary

1.1 This report supplements the Service Restoration priorities report outlining the budget and resource implications for the service restoration programme.

1.2 At its meeting on the 21 July 2020 the Covid-19 sub-committee agreed the priorities 1, 2 & 3 as those to take forward for service restoration (minute CRSC07/20 refers).

##### 2 Executive Summary

2.1 The purpose of this document is to identify the budget and resource requirements of the Council Services of priorities 1, 2 and 3 that are not currently running due to Covid-19 (or are only part running) and that need to be restored as well as new or temporary services as a result of Covid-19 (See Appendix 1, Service restoration resources and target date to be fully restored).

2.2 The document has been split into two sections:

Section A – Priority 1, 2 and 3 services with additional budget/resources requirements

Section B – Priority 1, 2 and 3 services with restoration within current resources and budgets

2.3 Services that are currently identified as priority 4 and 5, will be restored later in the Recovery process. A further report on these priorities will be presented at the next sub-committee meeting.

2.4 The document also considers services that have direct interaction with the public, including site visits. This will also include scheduled visits and interviews under caution within Three Rivers House. Further consideration needs to be given to the safe procedure for unscheduled visitors and this will be presented to the sub-committee at a later date.

##### 2.5 Background

2.6 Following the outbreak of Covid-19, a number of the Council's services were either stopped or partially stopped as a result of the pandemic and Government advice. In preparation for returning all services to business as usual (BAU) a Service Restoration sub-group was established under the Reset strand to lead on restoring Council services.

2.7 The Reset sub-group have outlined how services will restore across the Council to business as usual. In order to identify service areas that were a priority, a priority rating of one to five was created with specific criteria for each priority, for example, if the service was a statutory service and it had an impact on vulnerable people then it was categorised as a Priority 1. Further detail is set out in section 4 below.

Heads of Service were then asked to detail all aspects of their respective service, including those that had to continue to operate throughout the pandemic and those that were not fully operational, along with any new services established in response to Covid-19, such as the Food Hub.

Members were then asked to agree the service priorities 1-5 at P&R Covid-19 sub-committee on 21 July 2020, or move a service aspect to a different priority rating as they see fit. Priority 1-3 Services were agreed and members asked for a more concise version of the document to be brought back to the September P&R Covid-19 sub-committee.

- 2.8 The next stage was to work through the priorities, and identify what staff resource and/or financial resource is required to fully restore that service aspect to business as usual. Where additional resources are required, or individual officers or teams have multiple service aspects to restore, decisions will need to be taken to prioritise some service aspects over others, with the intention that all services will eventually be restored.
- 2.9 To restore some services under the new Covid-19 requirements or guidance such as social distancing or PPE, additional resources or staffing needs have been identified.
- 2.10 To deliver some of new or temporary services under agreed priorities 1, 2, and 3 services resource implications have also been identified.
- 2.11 There is presently some limited scope for services to undertake site visits but consideration needs to be given to widen this scope both for site visits, group activities and for interviews under caution for priority 1, 2 and 3 activity only. Risk assessments for the activity/task have been amended by the respective service to take into account the latest Government guidance. As the ability to undertake face to face meetings or site visits widen, consideration and risk assessments will still be undertaken and reviewed in conjunction with staff and government guidance.
- 2.12 This paper outlines what staff resource and/or financial resource is required to fully restore services to business as usual for priorities 1, 2 and 3.

### **3 Objectives**

- 3.1 The following objectives outline how services across the Council will restore their services to full pre-Covid-19 capacity. These will consider how services can establish and implement new and improved ways of working as well as sustaining new services over the short, medium and long term:
  - To identify, within an action plan, on the priority order on how all services will return to normal delivery over the short, medium and long term
  - To cross reference the action plan against the other work streams
  - To consider staff working within the office, working from home, site visits and interfacing with the public including interviews under caution and working with key stakeholders
  - To communicate and liaise with the Lead Member and appropriate Lead Members with restoring services
  - To communicate with customers and local residents and to update the Customer Experience Strategy to reflect new ways of working

- To identify resources required to enable service restoration within the action plan over the short, medium and long term.
- To work in partnership with key stakeholders to restore services, for example CAB, MIND, Friends of Groups, YMCA and SLM

#### **4 Priority Levels**

4.1 The Service Restoration Priority document has been written by Heads of Service to summarise the services that have continued to operate during the period of Covid-19 lockdown. It also includes those services which now need to be restored, those that have been restored and any new services that have been introduced to help support our communities during this period.

4.2 Services have detailed activity within their service area under 5 priorities set out below. This information has been collated to provide a basis for decisions to be taken to put Service Restoration in priority order, so that Council resources can be managed appropriately.

- **Priority 1:** Statutory Service / Impact on Vulnerable People
- **Priority 2:** Statutory Service / Contract Implications / Significant Financial Impact
- **Priority 3:** Statutory Service (minor impact) / Significant Reputation Impact / Financial Impact
- **Priority 4 and 5:** Discretionary Services if not covered above

Appendix 1 shows the agreed priorities 1, 2 and 3.

#### **5 Policy/Budget Reference and Implications**

5.1 The recommendations in this report are within the Council's agreed policy.

#### **6 Financial Implications**

6.1 Services have identified a number of resource implications as outlined in Appendix 1. Any financial implications that will have an effect on the overall budget, will be reported to a future Policy and Resources Committee.

#### **7 Legal Implications**

7.1 The Council has acted and continues to act in accordance with Covid related Legislation and guidance in the suspension and restoration of its various services.

#### **8 Equal Opportunities Implications**

8.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No
Did the relevance test conclude a full impact assessment was required?	No

## 9 Staffing Implications

9.1 There are a number of staffing implications as outlined within Appendix 1, with the main additional support needed within Community Partnerships.

## 10 Environmental Implications

10.1 None Specific

## 11 Community Safety Implications

11.1 None Specific

## 12 Public Health implications

12.1 All services that are or will be restored will follow the latest government guidance, which includes interaction with the public and support for staff.

## 13 Customer Services Centre Implications

13.1 None Specific

## 14 Communications and Website Implications

14.1 The website and communications will take place accordingly in line with when services are restored.

## 15 Risk and Health & Safety Implications

15.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

15.2 The subject of this report is covered by the Corporate Framework. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

<b>Nature of Risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> <i>(tolerate, treat, terminate, transfer)</i>	<b>Risk Rating</b> <i>(combination of likelihood and impact)</i>
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
Services are not fully or partially restored.	Three Rivers residents do not receive full or partial services	Priorities agreed and service restoration takes place	Risk Assessments and Government guidance will	4

	following the covid-19 pandemic.	as soon as possible.	be followed and services restored.	
--	----------------------------------	----------------------	------------------------------------	--

<b>Likelihood</b> Very Likely ----- ↓ Remote	<b>Low</b> 4	<b>High</b> 8	<b>Very High</b> 12	<b>Very High</b> 16
	<b>Low</b> 3	<b>Medium</b> 6	<b>High</b> 9	<b>Very High</b> 12
	<b>Low</b> 2	<b>Low</b> 4	<b>Medium</b> 6	<b>High</b> 8
	<b>Low</b> 1	<b>Low</b> 2	<b>Low</b> 3	<b>Low</b> 4
	<b>Impact</b>			
	Low -----			▶ <b>Unacceptable</b>

**Impact Score**

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

**Likelihood Score**

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

**16 Recommendation**

16.1 That the Covid-19 sub-committee, agrees and recommends the report and appendix 1 Service Restoration - Resources and Target Date to be Fully Restored Document to Policy and Resources Committee for adoption.

Report prepared by:

Ray Figg, Head of Community Services

Rebecca Young, Acting Head of Community Partnerships

**Data Quality**

Data checked by:

Gordon Glenn, Performance and Projects Manager

Data rating:

<b>1</b>	<b>Poor</b>	
<b>2</b>	<b>Sufficient</b>	✓
<b>3</b>	<b>High</b>	

### **Background Papers**

### **APPENDICES / ATTACHMENTS**

1. Service Restoration Resources and Target Date to be Fully Restored Document