

## COVID 19 RESPONSE SUB-COMMITTEE - 5 OCTOBER 2020

### POLICY AND RESOURCES COMMITTEE – 2 NOVEMBER 2020

#### PART I - NOT DELEGATED

## 5. SERVICE RESTORATION PRIORITY RATINGS 4 AND 5 (CED)

### 1 Summary

- 1.1 This report will act as an introduction to the accompanying Service Restoration Priority Ratings 4 and 5 document (see Appendix 1).
- 1.2 At its meeting on the 21 July 2020 the Covid-19 Response sub-committee agreed the priorities 1, 2 & 3 as those to take forward for service restoration (Minute CRSC07/20 refers).
- 1.3 At the meeting on the 3 September 2020 the Covid-19 Response sub-committee agreed and recommended the report and appendix 1 Service Restoration Priorities to Policy and Resources Committee for adoption (Minute CRSC13/20 refers).
- 1.4 At the same meeting it agreed and recommended the report and appendix 1 Service Restoration - Resources and Target Date to be Fully Restored Document to Policy and Resources Committee for adoption (Minute CRSC14/20 refers).

### 2 Executive Summary

- 2.1 The purpose of this document is to look at services that are currently identified as priority 4 and 5 (appendix 1), with a view of them being restored, subject to sub-committee approval.

- 2.2 The document has been split into two sections:

Section A - Services that have continued to operate during Covid-19 or now operating

Section B - Services that are not operating.

### 2.3 Background

- 2.4 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.
- 2.5 The Reset sub-group have outlined how services will be restored across the Council to business as usual. In order to identify services areas that were a priority, a priority rating of 1 - 5 was created with specific criteria for each priority.
- 2.6 Heads of Service were then asked to detail all aspects of their respective service, including both aspects that had continued to operate throughout the pandemic, service aspects that were not fully operational and any new services established in response to Covid-19 such as the Food Hub. This information was then collated into one master document detailing all activity the Council carries out.

- 2.7 Priority 1, 2 and 3 Services have been previously agreed and recommended by the Covid-19 Response sub-committee to Policy and Resources Committee for adoption.
- 2.8 With respect to services that are not operating, a number of staff have been on redeployment duty, the majority of which are deployed to Grounds Maintenance and Community Partnerships. This is presently until 30 September 2020.
- 2.9 Community Partnerships have advertised secondment opportunities for two Projects and Partnerships posts for a period of four months and it is anticipated that both of these positions will be filled by 1 October 2020. This will support the majority of priority 1, 2 and 3 services and business as usual being delivered.
- 2.10 As outlined in the priority 1 to 3 report, Community Partnerships also require an Equalities and Hate Crime support Officer (half a post). In light of the additional work required to host, run and plan virtual meetings and to cope with the increase in numbers of meetings it had been agreed that the Committee Section should increase the hours of one post holder by 21 hours per week by way of a secondment from the CSC funded to December 2020. It is likely that this will be extended for a further 12 month period to be reviewed at the end of 2021 once there is more certainty around virtual meetings and the numbers of additional meetings needed.
- 2.11 Watersmeet management are preparing to reopen Watersmeet to the public on 1 November 2020 (subject to Senior Leadership Team approval). The details of the programme will depend on the outcome of the Culture Recovery Fund Grant Application for £175,000 submitted in August, and Officers expect to hear if successful or not by 5 October 2020. One of the conditions of the grant money is that it must cover the period from 1 October 2020 to 31 March 2021.
- 2.12 If successful the grant will allow Watersmeet to reopen for all types of events (albeit with a reduced capacity based on government guidelines) including film, hires and live theatre shows. The grant money will be used to subsidise the live theatre programme at a reduced capacity and potentially initially lower audience demand.
- 2.13 If the grant application is unsuccessful, then Watersmeet will initially reopen for film and hires only. Hire charges are designed to cover associated costs with hosting a hire and films operate at a low breakeven point i.e. only an average of 28 tickets per film screening are required to cover the costs. Live theatre shows have a higher breakeven point meaning a greater number of tickets are required to cover associated costs, and so reintroducing these would need to happen a few months later on 2 January 2021 once demand has increased.
- 2.14 As outlined in the September Covid-19 Response sub-committee, the pantomime has been postponed to December 2021 and will not be reinstated regardless of the outcome of the grant application.
- 2.15 The Digital Marketing Apprentice (Watersmeet) will continue to be redeployed in Community Partnerships for two days per week at least until the end of the year.
- 2.16 The majority of leisure development activities have been on hold during this period and with changes in government guidance many of these activities are now able to resume within government guidelines or within those set out by National Governing Bodies of Sport.
- 2.17 Initially, the leisure development team would prioritise those identified as priority 4 services and would then look to implement priority 5 services from January 2021 as

outlined within appendix 2. This is in order to follow government guidance and continue to provide support to other services within the Council should they be required to do so.

- 2.18 All services would be delivered following strict government guidance with robust risk assessments in place. This would include online bookings only, hand hygiene practices, regular cleaning of any equipment and test and trace practices. Appendix 2 details the benefits of sport and physical activity, play and cultural activities as well as how it would be delivered in practice.

### **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.
- 3.1.1 To identify, within an action plan, on the priority order and how all services will return to normal delivery over the short, medium and long term
- 3.1.2 To cross reference the action plan against the other work streams
- 3.1.3 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
- 3.1.4 To communicate and liaise with the Lead Member and appropriate Lead Members with restoring services
- 3.1.5 To communicate with customers and local residents and to update the Customer Experience Strategy to reflect new ways of working
- 3.1.6 To identify resources required to enable service restoration within the action plan over the short, medium and long term.
- 3.1.7 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. This report focuses solely on priority 4 and 5 services.
- 4.2.1 **Priority 1:** Statutory Service / Impact on Vulnerable People
- 4.2.2 **Priority 2:** Statutory Service / Contract Implications / Significant Financial Impact

4.2.3 **Priority 3:** Statutory Service (minor impact) / Significant Reputation Impact / Financial Impact

4.2.4 **Priority 4 and 5:** Discretionary Services if not covered above

Appendix 1 shows the agreed priority 4 and 5 services.

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

- 5.1 The recommendations in this report are within the Council's agreed policy.
- 5.2 There may be budget implications and these are being assessed and reported to Policy and Resources Committee

## **6 Financial Implications**

- 6.1 See paragraph 5.2 above.

## **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 Staff within Watersmeet and Leisure Development are currently re-deployed to support Community Partnerships and Grounds Maintenance. Both Community Partnerships and Grounds Maintenance have plans in place to no longer need these re-deployments. However, should staff continue to be needed, priority 4 sessions as detailed within Appendix 2 will only commence. Priority 5 sessions will follow at a later date.

## **10 Environmental Implications**

- 10.1 None specific.

## **11 Community Safety Implications**

- 11.1 None specific.

## **12 Public Health implications**

- 12.1 The Covid-19 pandemic has had a larger adverse impact on the physical and mental health and wellbeing of some groups than others. Young adults and women have been more likely to report worse physical and mental health and wellbeing during the pandemic than older adults and men (Sport England). This is similar to pre-pandemic patterns, but the differences have increased.
- 12.2 According to a study by the Sport Industry Research Centre at Sheffield Hallam University, Every £1 spent on community sport and physical activity in England generates £3.91 in return for the economy and society. Physical activity also plays an important role in easing the burden on the NHS by preventing a number of serious physical and mental health conditions. The study estimates that exercise provides savings of £5.2bn in healthcare and another £1.7bn in social care costs – including £450m being saved by preventing 30 million additional GP visits.
- 12.3 By delivering sport physical activity sessions, we can increase people's physical and mental resilience to Covid-19 and reduce the burden of underlying health conditions on the NHS.
- 12.4 In addition, being creative has been proven to improve peoples' wellbeing in these ways:
- Helping to boost self-esteem and confidence
  - Helping people to relax and give them something positive to focus on
  - Helping people to feel included and valued within a group and the wider community
- 12.5 During lockdown, people in our district will have felt isolated, lonely and anxious- their mental health and wellbeing being affected. Re-introducing cultural sessions will help to tackle some of these issues and support those most in need.

### **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 <https://www.threerivers.gov.uk/service/risk-management>. 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 following the Covid-19 pandemic.	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4
Negative Public Perception on Council Services	Satisfaction ratings within the Council will reduce and the number of complaints may increase	Priorities agreed and service restoration takes place as soon as possible.	Risk Assessments and Government guidance will be followed and services restored.	4
Spread of Covid-19 within services restored	Negative publicity and further spread of the illness	Risk assessments completed and procedures implemented in line with Government guidance.	Responsible officers will complete risk assessments and procedures and ensure compliance.	4

<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 -----> Unacceptable			

**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 Response sub-committee, agrees and recommends the report and appendix 1 Service Restoration Priority Ratings 4 and 5 to Policy and Resources Committee for adoption.

Report prepared by:

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**Data Quality**

Data checked by: Rebecca Young, Acting Head of Community Partnerships

Kimberley Rowley, Head of Regulatory Services

Data rating:

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

### **Background Papers**

None

### **APPENDICES / ATTACHMENTS**

1. Service Restoration Priority Ratings 4 and 5
2. Leisure Development Priority Ratings 4 and 5